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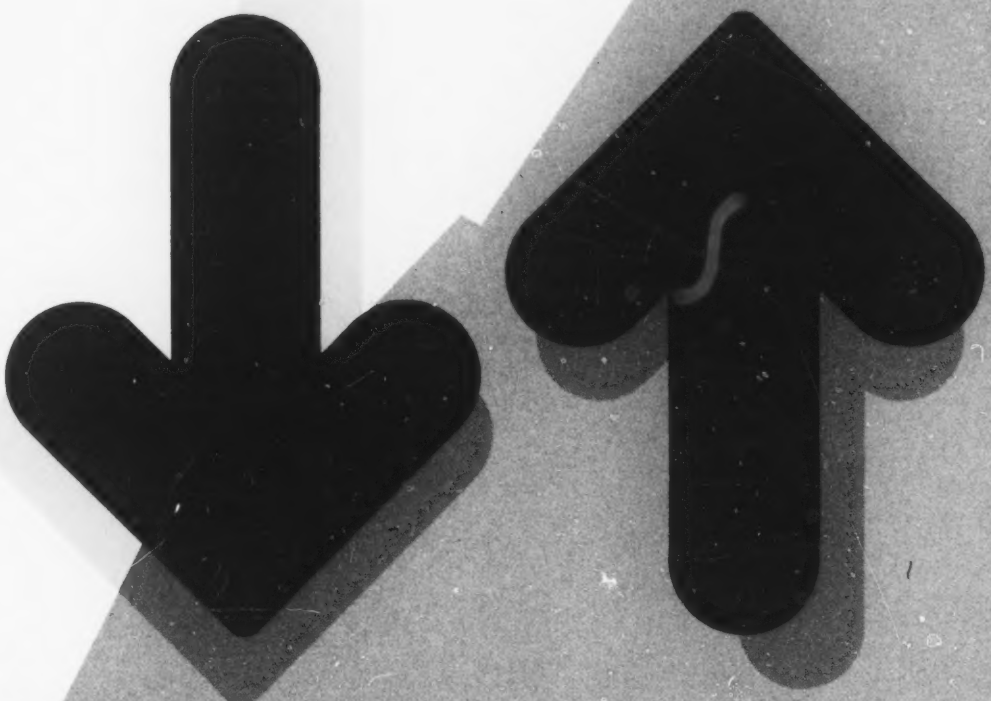
Association Operating Ratio Report • 1977



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Preface

Associations have grown in size and importance at an unprecedented rate over the past few years. Both individually and collectively, association executives have become responsible for greater financial resources than ever before. And never has it been more critical for an association executive to have a thorough understanding of sound financial management practices in general and his own organization's financial situation in particular.

The 1977 ASSOCIATION OPERATING RATIO REPORT, latest in a series of similar studies first issued in 1945, embraces the concepts of functional and matrix accounting, as well as the more traditional object of expenditure accounting. It is intended to serve as a valuable tool to help association executives evaluate their own financial situation in relation to other similar associations.

ASAE is indebted to Touche Ross & Co. for assistance in compiling the data furnished by over 1,000 associations, and to the associations who contributed that data.

James P. Low, CAE
President

Touche Ross & Co.

July 11, 1977

Mr. James P. Low, CAE
President
American Society of Association
Executives
1011 16th Street, N.W.
Washington, DC 20036

Dear Mr. Low:

We are pleased to submit the results of the operating ratio survey which are contained in Tables 1 through 47 of this Report. We have also reviewed the tables and statistics contained in the narrative section of the Report and find them to be consistent with the data we compiled.

In accordance with our agreement, we have reviewed the data, contacted respondents to reconcile questionable data where required, analyzed the data and compiled the tables referred to above. We did not audit the information furnished in response to the questionnaires.

More than one thousand A.S.A.E. members responded to the confidential questionnaire mailed to all A.S.A.E. members in October of 1976. The resulting data should provide your members with an effective tool to compare the performance of their associations with those of the respondents.

Very truly yours,

Touche Ross & Co.

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Introduction

The Association Operating Ratio Report has been published five times by the American Society of Association Executives since 1953. This 1977 study has been compiled from the responses of more than 1,000 association executives, representing over $780 million in association income. It appears at an opportune time. Not only have the changes in financial conditions been significant since the last survey was conducted in 1972, but today's association executive is even more conscious of the daily financial management decisions required for planning, reporting, and executing association activities.

On the income side, this survey substantiates the trend among associations to expand their revenue from non-dues sources of income. Approximately one-half of the reported association income came from non-dues categories. Many associations have expanded the scope of their services to members. Some have operated affiliates that offer services to both members and non-members in an effort to promote overall association goals and objectives, as well as to generate additional income.

Despite the increase in non-dues income and the general increases in total income, managing the expenses of the association remains a critical function. Accounting for costs and reporting expenditures is becoming more sophisticated. Emphasis on accounting for expenditures by the traditional line item or object of expenditure is being abandoned because of a need to analyze costs by programs or by functions performed. Collection of expense data by salaries, supplies, travel, and so forth is being replaced by functional allocations to program and support activities. Knowledge of expenditures by program or activity cost centers is needed for effective management and control of association activities.

The 1977 Association Operating Ratio Report will provide your association with a benchmark for comparisons to other similar associations. In addition, this report can be used as a tool for planning and analyzing both past and future financial activities.

Survey Participants

The associations responding to this survey represent a mix of national, regional, state, and local organizations. They include multiple types of corporate member and individual member associations and range in stall size from 1 to 890 employees. Characteristics of the respondents are shown in the following tables.

	Number	Percent
Geographic Scope		
National	489	48.6%
Regional	54	5.4
State	348	34.6
Local	115	11.4
Total	1,006	100.0%
Primary Membership Type		
Corporate	653	60.6%
Individual	424	39.4
Total	1,077*	100.0%
Corporate Membership Type**		
Manufacturing	226	23.2%
Agricultural or Food Processing	71	7.2
Financial, Banking, or Insurance	114	11.6
Health Care	67	6.8
Construction	129	13.2
Transportation	62	6.3
Wholesale or Retail	149	15.2
Service Industries	162	16.5
Total	980***	100.0%
Individual Membership Type**		
Legal	31	6.2%
Medical	113	22.4
Educational	76	15.1
Business	177	35.0
Technical	81	16.1
Fraternal or Recreational	26	5.2
Total	504***	100.0%

*Note each category includes 71 respondents who indicated that the membership of the association they represented consisted of both corporate and individual members.

**Note that respondents were asked to classify themselves according to the primary activity of their members. In each case an effort was made to clarify the validity of the response.

***Note some individual respondents identified more than one membership type, and therefore the total numbers will not agree with the number of total respondents.

The survey respondents represented almost 19,000 professional and clerical staff persons, or an average of 18.8 employees per association. Although this average is high, 75% of the associations reporting had less than 12 employees. The median number of employees was 6.5.

Staff Size Representation

Full-Time Total Staff	Number of Respondents	Cumulative Percent
0-1	54	5.4
2	137	19.0
3	110	29.9
4	93	39.2
5	72	46.3
6	68	53.1
7	51	58.2
8-10	89	67.0
11-15	90	75.9
16-20	62	82.1
21-25	31	85.2
26-50	80	93.1
51 and above	69	100.0

Total Staff of Respondents

	National	Regional	State	Local	All
Professional	6,145	351	1,526	406	8,428
Clerical	7,434	407	1,697	981	10,519
Total	13,579	758	3,223	1,387	18,947

Survey Background

From August, 1976, through January, 1977, ASAE surveyed its membership through a questionnaire composed of five sections:

- Classification and General Questions
- Income Schedule
- Object of Expenditure Schedule
- Functional Expenditure Schedule
- Matrix of Object and Functional Expenditures

The definitions used in the questionnaire for the income and expense schedules are listed in Appendix A. Respondents completed each section as best they could from their financial records. The results from the 1,006 survey respondents represent financial information from their most recently completed fiscal year. The data were edited, and follow-up telephone calls were made as required to reconcile data inconsistencies. The survey data were keypunched and computer programs were developed to process the results.

The survey results contained in this report were compiled, processed, and analyzed by Touche Ross & Co. For each association, each income and each expense item was divided by the total reported income of that association to derive the percentage distributions. This methodology was selected because it produces unbiased statistical results, rather than the weighted results that are produced when a percentage distribution of the summed dollar response is used.

Since the results of the survey were automated, it was possible to compute various special analyses and statistics. For example, the financial data are presented with averages, medians, and mid-ranges, computed from the percentage distributions. Reported associations were grouped in various ways. For example, Table 2 represents responses from all national associations only. Table 7 represents all associations with corporate members.

The average used in this report is a true arithmetic mean of the grouped percentages. This is calculated by dividing the sum of the selected percentages by the number of respondents in that group.

The median used in this report is the point midway through a group of ordered percentages. You can visualize the median by thinking of a line of percentages, strung out from smallest number to largest number. The median is the figure that falls halfway along this line. This median statistic indicates that for each income or expense category, 50% of the responses were equal or lower, and 50% of the responses were equal or higher. The mid-range of common experience represents the percentages that fall between one-fourth and three-fourths of the way through the group of ordered percentages. In other words, the mid-range is the 50% of responses centered around the median.

The statistics presented in the report are based on the results of a voluntary mail survey sent to approximately 5,000 associations. The 1,006 respondents to this survey may not be representative of the experience of all associations, and the results may not represent the experience of any individual group of associations included in the tables. The associations represented have different sources of income and different program expenses. These have been combined statistically for comparative purposes to identify general association characteristics and summary operating results. Care should be taken in the analysis of these data in comparison to your association's own income and expense percentages.

Association Characteristics

Several general classification questions were presented in this survey. Questions relating to affiliated activities, accounting methods, and market share are included in this section.

The survey included questions on various services, activities, or affiliated organizations. The following table shows the percentage of associations who indicated that they were involved in specific affiliated programs or activities. The percentages are based on the total number of respondents to each question.

Affiliated Functions

Function	Percent Yes
Retirement Trust	50.5%
Insurance Trust	39.0
Political Action Committee	31.5
Charitable Foundation	20.8
Taxable Affiliate or Subsidiary	13.8

These high percentages further indicate a diversification of association interests and services to members.

Various accounting methodologies are identified in the survey. A strong interest and working knowledge of functional accounting is represented by the fact that over 30% of the respondents were able to report their expenditures in this way. Some respondents commented on the usefulness and forward thinking of functional costing techniques, whereas others found the concepts difficult to develop or use for reporting purposes.

The methods of accounting followed by associations break down somewhat evenly between cash and accrual procedures. However, experience indicates that associations reporting use of modified cash and accrual methods typically maintain most of their accounts on the accrual method.

Accounting Method

Method	Number	Percent
Cash	371	38.1%
Accrual	347	35.6
Modified Cash and Accrual	256	26.3
Total	**974**	**100.0%**

The accounting year also varies among associations. Only 48.1% of the reporting associations were on a calendar year basis. Fiscal year basis associations generally preferred June closings (37.1%) and spring and fall quarters: March (9.6%) and September (10.0%).

Data were collected on the number of members in each association responding and on the estimated number of potential members in the industry or profession of the responding association. The results indicated that associations on an average obtain about half of the companies or individuals that they might potentially attract.

Corporate Market Share

Geographical Scope	Average Market Share	Number
National	42.1%	205
Regional	35.8	26
State	60.8	164
Local	50.6	32
All Responding Corporate Associations	**49.5%**	**427**

Individual Market Share

Geographical Market Share	Average Market Share	Number
National	38.3%	101
Regional	24.1	6
State	55.6	98
Local	39.2	36
All Responding Individual Associations	**45.1%**	**241**

Associations composed of individual members were asked to report the estimated average base income of each of *their* members. These data generally indicated a level of average income that would be experienced by members of technical and professional associations.

Average Base Income of Individual Members

Geographical Scope of Association	Average Base Income	Number of Respondents
National	$23,268	93
Regional	$28,188	8
State	$26,420	69
Local	$27,136	22
Average of All Respondents	**$25,098**	**192**

It is interesting to note that the average income of a member of a state or local individual membership society is slightly higher than the average income of a member of a national individual membership society. Assuming the above statistic to be accurate, one might infer that in a professional grouping where salary levels are higher, the individual members may be in a better position to support both a state or local society *and* a national society.

Or it may be that a member of a professional or technical society with a lower income may be motivated to join the national society first and then to join the state and local societies as his or her personal income level becomes more secure. Either of these statistical inferences, however, may be biased by the nature of the particular respondents and should be viewed with caution.

Summary of Income and Expenses

The results of this survey reflect the dynamic nature of associations. Sources of income appear varied, and the variety is becoming more important since income from dues represents only about half of total income for the average association. Expenses are dominated by personnel costs, which represent approximately 40% of total expense. Other expense categories have become significant as increased services and programs have been offered by associations. The following table indicates key income and expense statistics for all reporting associations.

Top Five Income and Expense Categories
Average and Median Percent of Income
All Associations

	Average	Median
Income:		
Dues-Regular	52.3%	53.4%
Meetings & Conventions	7.3	3.3
Educational Programs	4.9	0.0
Dues-Associate	4.3	0.6
Exhibits	3.8	0.0
Expenses by Object:		
Personnel	39.4%	38.2%
Communication	13.5	10.6
Services & Fees	9.1	5.2
Travel	6.9	5.9
Occupancy	5.1	3.9
Expenses by Function		
Executive & Administrative	40.7%	38.2%
Publications	13.2	8.9
Meetings & Conventions	10.5	7.4
Membership Promotion & Fulfillment	6.8	3.4
Educational Programs	5.9	2.2

Income

Income from regular member dues is the primary source of funds for most associations. The similarity of the average percentage (52.3%) and the median percentage (53.4%) of income from regular member dues for all associations is an indication of the homogeneous nature of this category among associations. All other categories of association income account individually for an average of less than 10% of income, and there is no category which has a median income percent greater than 4%. This is an indication of the fact that there is a dramatic diversification among associations for sources of income other than dues. Income from Meetings & Conventions (7.3%) plus Exhibit Income (3.8%) compares favorably on an average basis to Meetings & Conventions functional expenses (10.5%).

Expense by Object

Expenses by Object illustrate traditional line items of expenditure. Both the median and average figures for Personnel expense are just under 40% for all associations. This closeness of the median and average indicates comparable experiences for this common element of expense by associations. Employee fringe benefits account for approximately 16% of total personnel expenses. Communication expenses, averaging 13.5% of total income, breaks down into printing and paper (55%), postage (20%), telephone (15%) and other (10%). Services and Fees expense averaging a total of 9.1% breaks down into legal (28%), public relations and advertising (25%), research and statistics (14%), other consultants (10%), accountants (8%), and other services and fees (15%). Travel expense averaging 6.9% is split between employee travel (60%) and member travel (40%). Occupancy expense averaging 5.1% breaks down into rent or depreciation (75%) and utilities and taxes (25%).

Expense by Function

Expenses by function are determined by allocating the expenses by object to the program or activity for which they occur. The major function of Executive and Administrative expenses, averaging a total of 40.7%, is primarily accounted for by the chief staff executive and his staff (53%), and by the general administrative staff (20%). Publication expenses averaging 13.2% of total expense breaks down into magazines and journals (56%), newsletters (12%), directories (7%), books and studies (11%), and other publications (14%). Meetings & Conventions expense, averaging 10.5% is primarily (80%) related to annual conventions and exhibit expenses. Educational program expense averaging 5.9% breaks down into member education (69%) and member's employee education (31%). Median percentages of each functional expenditure are typically lower than the average expense percentages, indicating more of a diversification among types of programs offered by associations.

Association Trends

In comparison to the prior ASAE Association Operating Ratio Reports, significant trends can be identified. The following table lists selected statistics from the past two Association Operating Ratio Reports compared to this year's report. It should be noted, however, that different groups of respondents are represented in each report, and therefore only general trends can be interpreted from these comparisons.

Association Trends

Summary Statistics:	**1967**	**1972**	**1976**
Number of Associations Reporting	717	1,000	1,006
Total Income Reported	$309 mil.	$527 mil.	$780 mil.
Average Income (Budget)	$430,000	$527,000	$838,000
Total Staff Represented	13,083	16,495	18,947
Average Staff Size	18	17	19
Median Staff Size	N/A	N/A	6.5
Income Statistics:			
Average Income from Dues	50%	55%	48%*
Median Income from Dues	N/A	N/A	53%
Average Income from Special Assessments	11%	6%	3%*
Expense Statistics:			
Average Personnel Expense as a Percent of Income	35%	38%	35%*
Median Personnel Expense as a Percent of Income	N/A	N/A	38%
Average Personnel Costs per Employee	$8,362	$12,012	$17,453
Median Personnel Costs per Employee	N/A	N/A	$15,750
Average Salary	$7,481	$10,222	$14,877
Median Salary	N/A	N/A	$13,449

Total Income reported increased 48% from that of the 1972 survey, although there were only 6 more survey respondents. Average Income per association, however, has increased 59%, indicating general financial expansion over and above that which would be related to inflation. The expansion probably represents an increase in association programs and member and nonmember services, which is also reflected by a 12% increase in average staff size. This trend is correlated with the 13% decrease (from 55% to 48%) of the Average Income from Dues since 1972.*

Average Income from Special Assessments continues to drop in importance with a 50% decline compared to 1972.

Average Personnel Costs per Employee and Average Salary, have increased 45% and 46% since 1972 or 109% and 99% since 1967. These comparisons indicate some of the dynamic growth characteristics of associations in the past decade.

*Figures mentioned here are based on a weighted dollar basis for equivalent comparison to prior year reports.

Introduction to Operating Ratio Tables

The primary results of this survey are presented in 47 operating ratio tables. Each table has four sections:

- Income
- Expense by Object
- Expense by Function
- Staff Size and Compensation

The income and expense sections display average percentage, median percentage, mid-range percentage, and total dollars for each individual item of income or expense. These statistics are based on a percentage of total income calculated for each responding association. Since each survey participant did not complete all income and expense schedules, the number of respondents for each income and expense section will vary. Therefore, when reading a table, the number of respondents shown for each section of the table should be taken into consideration.

> Since all percentages are based on total income, the surplus of income over expenses can also be interpreted from the total expense data. This would be the difference between 100% and the total expense percentage shown, using either the average or median figure. It should be noted, however, that since each table has a different number of respondents who reported data in each section (Expense by Object and Expense by Function), the derived surplus figure will be different depending on which total expense percentage is used.

Weighted average percentages based on total dollars can be calculated from the total dollars shown in each section. These should be used when making comparisons to prior ASAE Operating Ratio Reports.

The staff section displays the average, median, and mid-range staff size by employee category, plus the personnel expenses per staff member. The staff-size numbers are based on reporting total staff greater than zero. Personnel Costs per Staff Member are based on the calculations of Total Personnel Expense divided by Total Staff for each association where both fields were positive. This includes fringe benefits paid by the association.

The Association Operating Ratio Tables are grouped based on geographic scope, type, and budget stratifications. In order to maximize the usefulness of the results, an attempt was made to have at least 50 responses to the Income Schedules where possible in each grouping.

The Functional Expenditure Schedule contained in the questionnaire represented a methodology to allocate expenses to their functional purpose. To assist participants in this process a Functional Cost Matrix was included. Specific allocation techniques were left up to the individual association.

A combined matrix showing average percentage was calculated for 47 respondents who correctly completed the Functional Cost Matrix. These results are shown in Appendix C. Again these are based on the expense dollars in each matrix cell divided by total income for each association. The resulting percentage calculations were then used to determine the average percentage for each cell in the Functional Cost Matrix.

One of the most valuable uses that can be made of this Association Operating Ratio Report is to identify areas where your association differs from the range of common experience and then to determine why it differs.

You should try to understand any significant differences between your association and the reported statistics for a comparable group of associations. In many cases, there may be a valid reason for any difference, since all associations do not have the same programs and activities and receive income from different sources.

The results of this survey can be used for comparative analysis against your own financial results and as a tool to plan improvements in income and expense areas. A column has been provided on each schedule to enter the results of your association's financial results. This can be used to compare a particular operating ratio grouping to your association. Your results should be compared to the mid-range or range of common experience among the associations in the grouping that most closely represents your association's experience.

Compare the percentages for your association to the average, median, and mid-range figures that are printed in this report. The average percentage was calculated by summing the percentages for all associations in the group and dividing the result by the number of associations in the group. The median percentage was determined by ordering the percentages from lowest value to highest value and choosing the figure where one-half of the results were above and one-half of the results were below. The mid-range represents the middle 50% of the ordered percentages centered around the median.

Graphically the analysis for each income or expense variable can be shown as:

MID RANGE

Lower 25% of Reported Percentages	Middle 50% of Reported Percentages or Range of Common Experience	Upper 25% of Reported Percentages

MEDIAN

An example of the calculations using hypothetical responses for the line items of Personnel Expense and Dues-Associates will help to explain the statistical concepts:

(Respondents: 15)	Personnel Expense as a Percent of Total Income	Statistics
Lowest	24.1%	
	25.2	
	25.6	
	25.6 ←	25%
	30.2	
Range	33.7 ←	36.6% Average
of	38.2	
Common	40.0 ←	50% ← 40.0% Median
Experience	42.1	
	42.1	
	43.6	
	43.7 ←	75%
	43.8	
	45.2	
Highest	46.2	

In this example the median Personnel Expense as a percent of Total Income is 40.0% and the mid-range (or Range of Common Experience) is 25.6% to 43.7%. The computed average is 36.6%. Note that the average could fall anywhere within the range of numbers depending on the results of the individual percentages.

As shown in the next example, the average not only is higher than the median, but it falls outside the mid-range of common experience. This is due to the two high percentage responses, which cause the average of all 15 respondents to be both higher than the median as well as higher than the top of the mid-range.

(Respondents: 15)	Dues-Associate as a Percent of Total Income	Statistics
Lowest	0.0%	
	0.0	
	0.0	
	0.0 ←	25%
	0.0	
Range	0.0	
of	0.4	
Common	0.9 ←	50% ← 0.9% Median
Experience	1.0	
	1.1	
	1.4	
	2.6 ←	75%
	2.7 ←	3.6% Average
	18.4	
Highest	25.7	

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Table 1

Geographical Scope: **All**
Membership Type: **All**
Budget Group: **All**

Income: Respondents: 936

	Average	Median	Midrange	Total Dollars
1. Dues - Regular	52.3%	53.4%	33.3-73.2%	$350,159,752
2. Dues - Associates	4.3	0.6	0.0-4.9	$ 28,046,585
3. Special Payments	2.9	0.0	0.0-0.2	$ 23,699,457
4. Educational Programs	4.9	0.0	0.0-5.0	$ 35,890,459
5. Cert./Accred./Std.	0.7	0.0	0.0-0.0	$ 7,450,567
6. Meetings & Conv.	7.3	3.3	0.0-11.1	$ 34,176,258
7. Exhibits	3.8	0.0	0.0-1.5	$ 28,638,140
8. Publications	3.7	0.0	0.0-4.4	$ 47,166,971
9. Pubs./Subs.	2.4	0.0	0.0-0.9	$ 36,000,121
10. Pubs./Other Sales	2.4	0.0	0.0-2.1	$ 40,744,341
11. Insurance Programs	2.4	0.0	0.0-0.1	$ 11,719,904
12. Grants & Cont.	2.6	0.0	0.0-0.0	$ 63,557,021
13. Investments	3.1	2.1	0.9-3.9	$ 23,070,069
14. Other	7.2	2.1	0.0-6.8	$ 54,246,974
15. Total Income	100.0%	100.0%	100.0-100.0%	$784,566,619

Expenses by Object: Respondents: 867

20. Personnel	39.4%	38.2%	29.6-48.9%	$274,287,921
21. Travel	6.9	5.9	3.2-9.0	$ 47,992,926
22. Occupancy	5.1	3.9	2.8-5.8	$ 36,049,494
23. Communication	13.5	10.6	6.9-17.1	$108,962,782
24. Data Processing	0.9	0.0	0.0-1.0	$ 10,932,109
25. Equip. & Supplies	3.8	2.8	1.6-4.6	$ 23,683,001
26. Services & Fees	9.1	5.2	2.2-11.9	$ 71,985,963
27. Other	14.3	10.3	2.9-21.3	$114,463,888
28. Total Expenses	93.0%	94.9%	87.9-99.9%	$688,358,084

Expenses by Function: Respondents: 319

30. Exec. & Admin.	40.7%	38.2%	24.2-54.4%	$113,665,668
31. Membership	6.8	3.4	0.9-8.6	$ 34,959,203
32. Public Relations	5.4	2.3	0.0-6.3	$ 33,224,472
33. Govt. Relations	3.7	0.7	0.0-4.8	$ 20,637,401
34. Publications	13.2	8.9	3.7-17.3	$ 90,690,344
35. Conv. & Meetings	10.5	7.4	3.3-15.5	$ 35,485,826
36. Educational Programs	5.9	2.2	0.0-9.1	$ 32,237,421
37. Cert./Accred./Std.	1.7	0.0	0.0-0.0	$ 14,542,183
38. Other Programs	7.3	2.1	0.0-9.2	$ 52,790,161
39. Total Expenses	95.2%	95.7%	90.5-100.0%	$428,232,679

Number of Persons on Staff

Professional Staff	8.7	3.0	1.0-7.0
Clerical Staff	10.8	3.0	2.0-9.0
Total Staff	19.5	6.0	3.0-15.0
Personnel Costs Per Staff Member	$17,453	$15,750	$12,533-$19,411

Table **2**

Geographical Scope: **National**
Membership Type: **All**
Budget Group: **All**

Income: Respondents: 455

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	49.6%	48.5%	29.3-71.4%	$265,916,668
2.	Dues - Associates	4.7	0.5	0.0-6.4	$ 22,874,336
3.	Special Payments	2.1	0.0	0.0-0.4	$ 18,948,446
4.	Educational Programs	3.8	0.0	0.0-3.8	$ 23,784,723
5.	Cert./Accred./Std.	1.3	0.0	0.0-0.0	$ 7,197,640
6.	Meetings & Conv.	9.0	5.0	0.0-13.2	$ 27,836,558
7.	Exhibits	4.9	0.0	0.0-3.1	$ 25,270,440
8.	Publications	4.7	0.0	0.0-5.6	$ 42,247,579
9.	Pubs./Subs.	3.6	0.0	0.0-3.1	$ 30,371,832
10.	Pubs./Other Sales	3.9	0.8	0.0-4.4	$ 38,431,918
11.	Insurance Programs	1.0	0.0	0.0-0.0	$ 7,051,851
12.	Grants & Cont.	2.7	0.0	0.0-0.0	$ 45,998,804
13.	Investments	2.9	2.0	0.9-3.5	$ 17,196,074
14.	Other	5.8	1.1	0.1-5.1	$ 33,746,007
15.	Total Income	100.0%	100.0%	100.0-100.0%	$606,872,876

Expenses by Object: Respondents: 420

20.	Personnel	36.0%	34.7%	27.8-42.8%	$203,964,629
21.	Travel	6.9	5.9	3.3-8.6	$ 37,370,211
22.	Occupancy	4.5	3.6	2.5-5.3	$ 26,917,352
23.	Communication	16.0	12.4	7.3-22.8	$ 90,545,173
24.	Data Processing	1.1	0.2	0.0-1.6	$ 8,804,125
25.	Equip. & Supplies	3.5	2.7	1.6-4.3	$ 17,986,004
26.	Services & Fees	10.3	6.5	2.4-13.3	$ 55,281,556
27.	Other	15.4	11.3	3.4-22.0	$ 91,796,319
28.	Total Expenses	93.7%	95.2%	88.9-99.9%	$532,665,369

Expenses by Function: Respondents: 189

30.	Exec. & Admin.	36.3%	32.0%	22.4-47.9%	$ 90,596,862
31.	Membership	6.6	4.2	1.3-8.8	$ 29,274,165
32.	Public Relations	5.3	1.6	0.0-6.4	$ 29,249,793
33.	Govt. Relations	3.2	0.2	0.0-3.7	$ 17,750,232
34.	Publications	16.6	12.6	5.6-24.7	$ 84,150,088
35.	Conv. & Meetings	12.0	9.2	4.0-18.1	$ 30,682,847
36.	Educational Programs	5.3	1.9	0.0-7.9	$ 26,387,389
37.	Cert./Accred./Std.	2.6	0.0	0.0-0.2	$ 14,350,473
38.	Other Programs	6.7	2.1	0.0-9.1	$ 37,955,496
39.	Total Expenses	94.6%	95.6%	90.1-99.8%	$360,397,345

Number of Persons on Staff

Professional Staff	13.1	4.0	2.0-10.0
Clerical Staff	15.7	5.0	2.0-14.0
Total Staff	28.8	10.0	5.0-25.0
Personnel Costs Per Staff Member	$19,612	$16,808	$13,368-$20,449

Table **3**

Geographical Scope: **Regional, State & Local**
Membership Type: **All**
Budget Group: **All**

Income: Respondents: 481

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	54.7%	56.7%	37.0-75.1%	$ 84,243,084
2.	Dues - Associates	4.0	0.5	0.0-4.3	$ 5,172,249
3.	Special Payments	3.7	0.0	0.0-0.0	$ 4,751,011
4.	Educational Programs	6.0	0.5	0.0-5.6	$ 12,105,736
5.	Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 252,927
6.	Meetings & Conv.	5.6	1.8	0.0-8.7	$ 6,339,700
7.	Exhibits	2.8	0.0	0.0-0.8	$ 3,367,700
8.	Publications	2.6	0.0	0.0-3.6	$ 4,919,392
9.	Pubs./Subs.	1.3	0.0	0.0-0.1	$ 5,628,289
10.	Pubs./Other Sales	1.0	0.0	0.0-0.1	$ 2,312,423
11.	Insurance Programs	3.7	0.0	0.0-2.2	$ 4,668,053
12.	Grants & Cont.	2.5	0.0	0.0-0.0	$ 17,558,217
13.	Investments	3.4	2.2	0.9-4.4	$ 5,873,995
14.	Other	8.6	1.7	0.0-8.5	$ 20,500,967
15.	Total Income	100.0%	100.0%	100.0-100.0%	$177,693,743

Expenses by Object: Respondents: 447

20.	Personnel	42.6%	41.3%	31.9-52.3%	$ 70,323,292
21.	Travel	6.8	5.7	3.0-9.2	$ 10,622,715
22.	Occupancy	5.6	4.3	3.1-6.2	$ 9,132,142
23.	Communication	11.2	9.7	6.6-13.7	$ 18,417,609
24.	Data Processing	0.7	0.0	0.0-0.3	$ 2,127,984
25.	Equip. & Supplies	4.0	3.0	1.6-4.9	$ 5,696,997
26.	Services & Fees	8.0	4.5	2.0-10.6	$ 16,704,407
27.	Other	13.4	9.3	2.0-20.5	$ 22,667,569
28.	Total Expenses	92.3%	94.7%	87.3-100.0%	$155,692,715

Expenses by Function: Respondents: 130

30.	Exec. & Admin.	47.1%	45.4%	28.6-60.2%	$ 23,068,806
31.	Membership	7.1	2.7	0.0-8.5	$ 5,685,038
32.	Public Relations	5.4	2.7	0.3-6.1	$ 3,974,679
33.	Govt. Relations	4.4	1.9	0.0-5.7	$ 2,887,169
34.	Publications	8.4	6.4	2.3-10.7	$ 6,540,256
35.	Conv. & Meetings	8.4	6.0	2.9-11.7	$ 4,802,979
36.	Educational Programs	6.7	2.4	0.0-11.2	$ 5,850,032
37.	Cert./Accred./Std.	0.2	0.0	0.0-0.0	$ 191,710
38.	Other Programs	8.1	1.8	0.0-9.5	$ 14,834,665
39.	Total Expenses	95.8%	95.7%	90.9-100.0%	$ 67,835,334

Number of Persons on Staff

Professional Staff	4.5	2.0	1.0-4.0
Clerical Staff	6.2	2.0	1.0-5.0
Total Staff	10.7	5.0	3.0-9.0
Personnel Costs Per Staff Member	$15,474	$15,014	$12,253-$18,031

Table **4**

Geographical Scope: **Regional**
Membership Type: **All**
Budget Group: **All**

Income: Respondents: 50

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	49.6%	51.3%	21.6-76.6%	$ 9,860,898
2.	Dues - Associates	2.4	0.3	0.0-3.6	$ 284,961
3.	Special Payments	2.9	0.0	0.0-0.0	$ 442,840
4.	Educational Programs	7.1	0.0	0.0-6.9	$ 1,310,327
5.	Cert./Accred./Std.	0.4	0.0	0.0-0.0	$ 188,904
6.	Meetings & Conv.	6.5	0.8	0.0-7.5	$ 920,146
7.	Exhibits	6.0	0.0	0.0-1.1	$ 726,144
8.	Publications	1.9	0.0	0.0-0.8	$ 547,013
9.	Pubs./Subs.	2.4	0.0	0.0-0.0	$ 3,097,679
10.	Pubs./Other Sales	0.6	0.0	0.0-0.0	$ 164,028
11.	Insurance Programs	4.4	0.0	0.0-1.8	$ 442,133
12.	Grants & Cont.	2.5	0.0	0.0-0.0	$ 388,981
13.	Investments	2.5	1.7	0.6-3.4	$ 629,055
14.	Other	10.8	0.2	0.0-5.3	$ 3,699,480
15.	Total Income	100.0%	100.0%	100.0-100.0%	$22,702,589

Expenses by Object: Respondents: 42

20.	Personnel	44.2%	44.4%	36.4-53.2%	$ 8,697,085
21.	Travel	6.4	6.5	2.0-10.1	$ 1,087,567
22.	Occupancy	7.1	4.5	3.5-6.8	$ 1,059,805
23.	Communication	9.9	9.0	6.2-11.7	$ 2,043,302
24.	Data Processing	1.0	0.0	0.0-0.4	$ 448,478
25.	Equip. & Supplies	3.8	2.9	1.8-4.6	$ 563,017
26.	Services & Fees	6.8	2.5	1.2-9.4	$ 1,363,067
27.	Other	13.0	11.0	1.6-23.5	$ 2,388,073
28.	Total Expenses	92.2%	93.6%	88.0-100.0%	$17,650,394

Expenses by Function: Respondents: 15

30.	Exec. & Admin.	53.9%	48.7%	28.6-81.6%	$ 3,375,563
31.	Membership	3.6	1.4	0.0-2.2	$ 734,321
32.	Public Relations	9.8	0.8	0.0-18.7	$ 1,263,961
33.	Govt. Relations	3.7	2.1	0.0-5.7	$ 554,597
34.	Publications	8.4	5.5	1.6-13.1	$ 815,023
35.	Conv. & Meetings	8.1	5.9	1.4-9.5	$ 807,565
36.	Educational Programs	8.7	5.5	0.0-15.7	$ 856,451
37.	Cert./Accred./Std.	0.4	0.0	0.0-0.0	$ 74,182
38.	Other Programs	4.1	0.3	0.0-8.3	$ 704,494
39.	Total Expenses	100.7%	98.4%	92.5-101.9%	$ 9,186,157

Number of Persons on Staff

Professional Staff	6.6	2.0	1.5-6.0
Clerical Staff	7.7	3.0	2.0-5.0
Total Staff	14.3	5.0	3.0-11.0
Personnel Costs Per Staff Member	$15,774	$15,547	$12,657-$18,726

Table **5**

Geographical Scope: **State**
Membership Type: **All**
Budget Group: **All**

Income: Respondents: 326

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	57.8%	59.1%	42.5-75.7%	$ 62,593,342
2.	Dues - Associates	3.9	0.5	0.0-3.9	$ 3,768,211
3.	Special Payments	2.7	0.0	0.0-0.0	$ 2,753,666
4.	Educational Programs	6.0	0.5	0.0-5.8	$ 9,484,702
5.	Cert./Accred./Std.	0.0	0.0	0.0-0.0	$ 51,418
6.	Meetings & Conv.	6.5	3.6	0.0-10.5	$ 4,933,092
7.	Exhibits	2.5	0.0	0.0-1.2	$ 2,235,046
8.	Publications	2.8	0.1	0.0-4.1	$ 3,843,205
9.	Pubs./Subs.	0.9	0.0	0.0-0.3	$ 1,659,469
10.	Pubs./Other Sales	1.1	0.0	0.0-0.1	$ 1,661,661
11.	Insurance Programs	4.3	0.0	0.0-3.5	$ 3,887,410
12.	Grants & Cont.	2.1	0.0	0.0-0.0	$ 5,011,992
13.	Investments	3.2	2.2	1.0-4.3	$ 4,077,255
14.	Other	6.2	1.4	0.0-7.4	$ 10,735,639
15.	Total Income	100.0%	100.0%	100.0-100.0%	$116,696,108

Expenses by Object: Respondents: 308

20.	Personnel	41.6%	40.1%	30.9-51.2%	$ 45,291,068
21.	Travel	7.8	6.7	4.2-10.2	$ 8,474,393
22.	Occupancy	4.7	3.9	3.0-5.5	$ 5,853,832
23.	Communication	11.6	10.1	7.1-14.2	$ 13,530,752
24.	Data Processing	0.5	0.0	0.0-0.3	$ 1,039,160
25.	Equip. & Supplies	3.7	2.9	1.5-4.7	$ 3,954,501
26.	Services & Fees	8.1	4.7	2.1-11.1	$ 9,709,632
27.	Other	13.7	9.8	1.8-21.3	$ 16,726,263
28.	Total Expenses	91.7%	94.0%	85.7-99.6%	$104,579,601

Expenses by Function: Respondents: 85

30.	Exec. & Admin.	44.2%	44.9%	28.8-59.1%	$ 14,511,256
31.	Membership	7.5	4.7	0.6-9.5	$ 3,805,895
32.	Public Relations	4.7	3.0	0.8-5.4	$ 2,322,793
33.	Govt. Relations	5.6	3.2	0.8-7.1	$ 2,243,786
34.	Publications	8.1	6.6	2.9-10.7	$ 4,740,266
35.	Conv. & Meetings	9.1	7.0	4.2-12.8	$ 3,676,767
36.	Educational Programs	7.3	2.8	0.0-11.5	$ 4,559,044
37.	Cert./Accred./Std.	0.2	0.0	0.0-0.0	$ 105,536
38.	Other Programs	6.6	2.1	0.0-9.0	$ 3,877,814
39.	Total Expenses	93.3%	94.4%	88.1-99.8%	$ 39,843,157

Number of Persons on Staff

Professional Staff	4.4	2.0	1.0-4.0
Clerical Staff	5.0	2.0	1.0-4.0
Total Staff	9.4	4.0	3.0-8.0
Personnel Costs Per Staff Member	$15,726	$15,333	$12,533-$18,266

Table **6**

Geographical Scope: **Local**
Membership Type: **All**
Budget Group: **All**

Income: Respondents: 105

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	47.6%	48.7%	22.0-71.9%	$11,788,844
2.	Dues - Associates	5.2	0.9	0.0-6.1	$ 1,119,077
3.	Special Payments	7.2	0.0	0.0-3.3	$ 1,554,505
4.	Educational Programs	5.1	0.6	0.0-5.1	$ 1,310,707
5.	Cert./Accred./Std.	0.0	0.0	0.0-0.0	$ 12,605
6.	Meetings & Conv.	2.3	0.0	0.0-1.7	$ 486,462
7.	Exhibits	2.0	0.0	0.0-0.0	$ 406,510
8.	Publications	2.5	0.0	0.0-2.5	$ 529,174
9.	Pubs./Subs.	2.2	0.0	0.0-0.0	$ 871,141
10.	Pubs./Other Sales	1.2	0.0	0.0-0.7	$ 486,734
11.	Insurance Programs	1.7	0.0	0.0-0.2	$ 338,510
12.	Grants & Cont.	3.6	0.0	0.0-0.0	$12,157,244
13.	Investments	4.4	2.9	0.7-6.5	$ 1,167,685
14.	Other	15.0	4.5	0.2-14.9	$ 6,065,848
15.	Total Income	100.0%	100.0%	100.0-100.0%	$38,295,046

Expenses by Object: Respondents: 97

20.	Personnel	45.1%	44.6%	32.9-55.3%	$16,335,139
21.	Travel	3.9	2.7	1.8-5.0	$ 1,060,755
22.	Occupancy	7.8	5.5	3.5-10.5	$ 2,218,505
23.	Communication	10.5	8.4	5.2-13.6	$ 2,843,555
24.	Data Processing	1.2	0.0	0.0-0.5	$ 640,346
25.	Equip. & Supplies	4.9	3.5	1.8-6.1	$ 1,179,479
26.	Services & Fees	8.0	4.3	2.1-8.1	$ 5,631,708
27.	Other	12.5	7.6	2.7-18.6	$ 3,553,233
28.	Total Expenses	93.9%	96.5%	90.4-100.0%	$33,462,720

Expenses by Function: Respondents: 30

30.	Exec. & Admin.	52.1%	51.2%	24.8-73.4%	$ 5,181,987
31.	Membership	7.6	2.3	0.0-4.5	$ 1,144,822
32.	Public Relations	5.1	2.4	0.0-7.7	$ 387,925
33.	Govt. Relations	1.1	0.0	0.0-1.2	$ 88,786
34.	Publications	9.4	6.5	0.9-10.2	$ 984,967
35.	Conv. & Meetings	6.3	3.0	0.5-6.1	$ 318,647
36.	Educational Programs	3.9	0.8	0.0-4.3	$ 434,537
37.	Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 11,992
38.	Other Programs	14.4	0.6	0.0-25.8	$10,252,357
39.	Total Expenses	100.0%	100.0%	95.4-105.1%	$18,806,020

Number of Persons on Staff

Professional Staff	3.8	2.0	1.0-4.0
Clerical Staff	9.2	3.0	1.0-5.0
Total Staff	13.0	5.0	3.0-10.0
Personnel Costs Per Staff Member	$14,528	$14,082	$10,292-$16,800

Table **7**

Geographical Scope: **All**
Membership Type: **Assoc. based primarily on Corporate Members**
Budget Group: **All**

Income: Respondents: 611

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	56.3%	57.7%	37.5-77.9%	$217,625,444
2.	Dues - Associates	4.7	1.0	0.0-5.9	$ 16,554,297
3.	Special Payments	2.5	0.0	0.0-0.0	$ 10,636,771
4.	Educational Programs	3.6	0.0	0.0-3.7	$ 14,364,745
5.	Cert./Accred./Std.	0.7	0.0	0.0-0.0	$ 4,723,704
6.	Meetings & Conv.	7.4	3.4	0.0-11.5	$ 20,980,150
7.	Exhibits	3.8	0.0	0.0-0.4	$ 15,685,114
8.	Publications	2.9	0.0	0.0-1.9	$ 14,238,056
9.	Pubs./Subs.	1.1	0.0	0.0-0.1	$ 10,595,960
10.	Pubs./Other Sales	2.0	0.0	0.0-1.3	$ 22,095,246
11.	Insurance Programs	3.2	0.0	0.0-0.8	$ 8,621,554
12.	Grants & Cont.	2.2	0.0	0.0-0.0	$ 38,916,168
13.	Investments	3.1	2.1	0.9-3.9	$ 11,884,744
14.	Other	6.5	1.0	0.0-5.8	$ 28,127,809
15.	Total Income	100.0%	100.0%	100.0-100.0%	$435,049,762

Expenses by Object: Respondents: 569

20.	Personnel	42.1%	40.7%	32.3-51.7%	$164,780,390
21.	Travel	6.9	6.1	3.3-9.1	$ 27,613,352
22.	Occupancy	5.3	4.2	3.0-6.0	$ 20,531,416
23.	Communication	11.3	9.2	6.4-13.5	$ 49,909,607
24.	Data Processing	0.7	0.0	0.0-0.3	$ 4,768,059
25.	Equip. & Supplies	3.6	2.8	1.6-4.7	$ 12,107,621
26.	Services & Fees	10.2	6.4	2.5-13.8	$ 46,987,324
27.	Other	12.7	8.6	2.1-18.8	$ 63,622,450
28.	Total Expenses	92.8%	94.8%	88.2-99.9%	$390,320,219

Expenses by Function: Respondents: 187

30.	Exec. & Admin.	45.6%	42.7%	28.1-59.9%	$ 63,026,252
31.	Membership	5.4	2.2	0.0-6.7	$ 13,605,214
32.	Public Relations	6.9	2.6	0.1-8.5	$ 21,765,243
33.	Govt. Relations	4.4	1.7	0.0-5.8	$ 12,277,161
34.	Publications	8.8	6.6	2.3-12.3	$ 25,746,683
35.	Conv. & Meetings	10.2	6.8	3.2-14.5	$ 19,105,853
36.	Educational Programs	4.5	1.7	0.0-7.5	$ 12,130,311
37.	Cert./Accred./Std.	2.1	0.0	0.0-0.0	$ 5,927,851
38.	Other Programs	6.5	1.7	0.0-8.7	$ 20,870,168
39.	Total Expenses	94.4%	95.2%	90.1-99.9%	$194,454,736

Number of Persons on Staff

Professional Staff	7.8	3.0	1.0-6.0
Clerical Staff	8.9	3.0	1.0-6.0
Total Staff	16.7	6.0	3.0-13.0
Personnel Costs Per Staff Member	$17,815	$16,980	$14,002-$20,389

Table **8**

Geographical Scope: **All**
Membership Type: **Assoc. based primarily on Individual Members**
Budget Group: **All**

Income: Respondents: 394

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	44.9%	43.7%	24.8-62.5%	$151,907,792
2.	Dues - Associates	4.2	0.3	0.0-3.7	$ 14,838,587
3.	Special Payments	3.8	0.0	0.0-1.6	$ 15,939,248
4.	Educational Programs	6.8	0.6	0.0-7.2	$ 23,125,786
5.	Cert./Accred./Std.	0.6	0.0	0.0-0.0	$ 2,916,623
6.	Meetings & Conv.	7.3	3.2	0.0-11.1	$ 15,853,102
7.	Exhibits	4.1	0.0	0.0-3.1	$ 14,396,059
8.	Publications	4.9	1.5	0.0-6.4	$ 36,076,448
9.	Pubs./Subs.	4.3	0.0	0.0-4.3	$ 26,739,018
10.	Pubs./Other Sales	3.5	0.0	0.0-3.5	$ 27,406,489
11.	Insurance Programs	1.4	0.0	0.0-0.0	$ 4,423,804
12.	Grants & Cont.	3.0	0.0	0.0-0.2	$ 25,296,270
13.	Investments	3.2	2.0	0.9-3.9	$ 12,627,247
14.	Other	8.0	2.2	0.3-7.9	$ 28,136,731
15.	Total Income	100.0%	100.0%	100.0-100.0%	$399,683,204

Expenses by Object: Respondents: 361

20.	Personnel	34.8%	33.9%	27.0-41.3%	$125,912,277
21.	Travel	6.7	5.4	2.8-8.7	$ 23,145,055
22.	Occupancy	5.0	3.7	2.5-5.8	$ 17,841,287
23.	Communication	16.9	14.2	8.3-23.1	$ 66,108,494
24.	Data Processing	1.3	0.5	0.0-1.8	$ 6,710,143
25.	Equip. & Supplies	3.9	2.8	1.6-4.4	$ 13,223,207
26.	Services & Fees	7.3	4.1	1.8-9.4	$ 32,290,009
27.	Other	16.8	13.5	4.2-24.8	$ 57,698,514
28.	Total Expenses	92.7%	95.6%	87.1-100.0%	$342,928,986

Expenses by Function: Respondents: 152

30.	Exec. & Admin.	35.2%	31.0%	20.0-46.7%	$ 56,714,699
31.	Membership	8.3	5.2	2.6-10.5	$ 22,710,289
32.	Public Relations	3.3	1.9	0.0-5.2	$ 12,570,402
33.	Govt. Relations	2.6	0.0	0.0-2.7	$ 8,873,521
34.	Publications	19.2	13.8	7.1-27.8	$ 71,552,431
35.	Conv. & Meetings	11.0	8.2	4.1-15.9	$ 18,224,009
36.	Educational Programs	7.4	2.5	0.0-10.5	$ 21,671,726
37.	Cert./Accred./Std.	1.0	0.0	0.0-0.1	$ 9,409,650
38.	Other Programs	7.9	2.6	0.0-9.2	$ 33,822,707
39.	Total Expenses	95.9%	97.1%	91.5-100.0%	$255,549,434

Number of Persons on Staff

Professional Staff	9.8	3.0	1.0-8.0
Clerical Staff	13.2	4.0	2.0-12.0
Total Staff	23.0	7.0	4.0-20.0
Personnel Costs Per Staff Member	$16,660	$13,977	$11,444-$16,826

Table 9

Geographical Scope: **All**
Membership Type: **Corporate Assoc. in Mfrg.**
Budget Group: **All**

Income: Respondents: 216

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	60.7%	66.5%	37.8-84.8%	$ 95,799,523
2.	Dues - Associates	4.9	0.4	0.0-6.8	$ 4,494,797
3.	Special Payments	1.1	0.0	0.0-0.0	$ 3,059,494
4.	Educational Programs	3.3	0.0	0.0-2.6	$ 3,976,797
5.	Cert./Accred./Std.	1.1	0.0	0.0-0.0	$ 2,192,360
6.	Meetings & Conv.	6.0	1.7	0.0-9.2	$ 5,749,556
7.	Exhibits	6.3	0.0	0.0-0.2	$ 11,555,226
8.	Publications	2.5	0.0	0.0-0.0	$ 5,127,082
9.	Pubs./Subs.	1.0	0.0	0.0-0.1	$ 2,130,442
10.	Pubs./Other Sales	2.8	0.3	0.0-2.1	$ 11,181,343
11.	Insurance Programs	1.3	0.0	0.0-0.0	$ 2,749,391
12.	Grants & Cont.	1.7	0.0	0.0-0.0	$ 31,082,099
13.	Investments	3.0	2.3	0.9-3.6	$ 4,495,784
14.	Other	4.3	0.5	0.0-2.6	$ 6,513,764
15.	Total Income	100.0%	100.0%	100.0-100.0%	$190,107,658

Expenses by Object: Respondents: 201

20.	Personnel	42.1%	40.8%	31.9-52.1%	$ 74,951,500
21.	Travel	5.9	4.6	2.5-7.6	$ 9,294,370
22.	Occupancy	5.5	4.3	2.9-6.1	$ 9,218,651
23.	Communication	11.5	9.7	6.3-13.3	$ 20,467,273
24.	Data Processing	0.8	0.0	0.0-0.6	$ 1,376,401
25.	Equip. & Supplies	3.5	2.8	1.6-4.5	$ 5,171,902
26.	Services & Fees	12.8	8.2	3.0-17.5	$ 23,400,793
27.	Other	12.2	7.8	2.0-17.8	$ 31,855,845
28.	Total Expenses	94.3%	95.6%	90.5-99.7%	$175,736,735

Expenses by Function: Respondents: 79

30.	Exec. & Admin.	43.7%	40.4%	24.6-60.9%	$ 19,974,272
31.	Membership	5.9	2.6	0.3-8.1	$ 3,406,034
32.	Public Relations	9.5	2.6	1.5-12.6	$ 8,223,411
33.	Govt. Relations	3.1	0.2	0.0-3.9	$ 1,432,617
34.	Publications	10.6	6.9	1.9-13.1	$ 8,738,331
35.	Conv. & Meetings	10.0	7.1	2.0-17.4	$ 4,731,022
36.	Educational Programs	3.7	0.3	0.0-5.3	$ 2,256,599
37.	Cert./Accred./Std.	1.9	0.0	0.0-0.0	$ 2,908,112
38.	Other Programs	6.4	0.7	0.0-8.0	$ 4,880,107
39.	Total Expenses	94.8%	95.6%	90.8-99.6%	$ 56,550,505

Number of Persons on Staff

Professional Staff	9.7	4.0	2.0-8.0
Clerical Staff	9.4	4.0	2.0-9.0
Total Staff	19.1	8.0	4.0-16.0
Personnel Costs Per Staff Member	$20,314	$17,814	$14,919-$21,602

Table **10**

Geographical Scope: **All**
Membership Type: **Corporate Assoc. in Agricultural or Food Processing**
Budget Group: **All**

Income: Respondents: 67

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	54.8%	58.6%	30.9-81.0%	$19,504,247
2.	Dues - Associates	5.3	0.6	0.0-5.4	$ 982,500
3.	Special Payments	1.1	0.0	0.0-0.0	$ 187,702
4.	Educational Programs	3.7	0.0	0.0-1.8	$ 926,511
5.	Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 16,525
6.	Meetings & Conv.	7.6	1.6	0.0-10.8	$ 1,751,347
7.	Exhibits	4.5	0.0	0.0-0.0	$ 1,223,658
8.	Publications	3.9	0.0	0.0-2.2	$ 1,132,044
9.	Pubs./Subs.	0.9	0.0	0.0-0.1	$ 492,168
10.	Pubs./Other Sales	2.7	0.0	0.0-0.8	$ 6,868,132
11.	Insurance Programs	3.0	0.0	0.0-0.7	$ 273,173
12.	Grants & Cont.	1.9	0.0	0.0-0.0	$ 2,454,119
13.	Investments	3.2	2.3	0.8-5.1	$ 1,215,768
14.	Other	7.3	1.4	0.0-6.3	$ 4,015,407
15.	Total Income	100.0%	100.0%	100.0-100.0%	$41,043,301

Expenses by Object: Respondents: 61

20.	Personnel	44.1%	42.6%	33.0-54.7%	$16,262,386
21.	Travel	6.5	5.7	3.1-8.9	$ 2,018,954
22.	Occupancy	5.0	4.2	3.0-5.7	$ 1,965,689
23.	Communication	12.6	10.1	6.1-15.0	$ 6,591,770
24.	Data Processing	0.5	0.0	0.0-0.5	$ 251,642
25.	Equip. & Supplies	4.1	3.4	2.3-4.8	$ 1,199,009
26.	Services & Fees	10.4	4.9	2.0-13.0	$ 3,419,781
27.	Other	11.0	6.5	1.4-16.0	$ 3,068,975
28.	Total Expenses	94.2%	95.0%	88.0-100.0%	$34,778,206

Expenses by Function: Respondents: 16

30.	Exec. & Admin.	49.0%	40.6%	29.3-63.4%	$ 4,448,091
31.	Membership	10.2	3.0	1.3-14.0	$ 1,520,628
32.	Public Relations	7.6	5.0	1.2-14.5	$ 1,207,053
33.	Govt. Relations	2.9	2.2	0.1-5.5	$ 307,847
34.	Publications	9.6	8.0	2.9-14.2	$ 986,879
35.	Conv. & Meetings	9.1	4.8	0.4-16.1	$ 860,365
36.	Educational Programs	3.9	1.1	0.0-6.4	$ 294,953
37.	Cert./Accred./Std.	0.2	0.0	0.0-0.0	$ 3,220
38.	Other Programs	4.9	1.4	0.1-8.0	$ 796,331
39.	Total Expenses	97.4%	95.8%	90.5-101.7%	$10,425,372

Number of Persons on Staff

Professional Staff	7.1	3.0	2.0-7.0
Clerical Staff	8.5	3.0	2.0-6.0
Total Staff	15.6	7.0	4.0-14.0
Personnel Costs Per Staff Member	$23,158	$16,853	$13,367-$20,359

Table 11

Geographical Scope: **All**
Membership Type: **Corporate Assoc. in Financial, Banking or Insurance**
Budget Group: **All**

Income: Respondents: 109

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	57.4%	60.6%	41.9-77.8%	$ 58,406,720
2.	Dues - Associates	4.8	0.0	0.0-2.2	$ 6,650,748
3.	Special Payments	2.8	0.0	0.0-0.0	$ 1,071,025
4.	Educational Programs	7.9	2.9	0.0-11.4	$ 7,387,651
5.	Cert./Accred./Std.	0.2	0.0	0.0-0.0	$ 109,480
6.	Meetings & Conv.	6.8	3.6	0.0-11.3	$ 6,445,639
7.	Exhibits	1.4	0.0	0.0-0.0	$ 1,294,026
8.	Publications	1.6	0.0	0.0-0.4	$ 1,100,086
9.	Pubs./Subs.	1.0	0.0	0.0-0.4	$ 2,548,219
10.	Pubs./Other Sales	2.4	0.0	0.0-2.1	$ 6,992,996
11.	Insurance Programs	3.4	0.0	0.0-1.7	$ 4,488,451
12.	Grants & Cont.	1.8	0.0	0.0-0.0	$ 3,755,784
13.	Investments	3.2	2.3	1.0-4.3	$ 3,477,648
14.	Other	5.3	1.0	0.0-4.8	$ 5,418,670
15.	Total Income	100.0%	100.0%	100.0-100.0%	$109,147,143

Expenses by Object: Respondents: 103

20.	Personnel	42.9%	39.9%	31.9-53.7%	$ 44,619,545
21.	Travel	6.7	5.3	3.0-1.0	$ 7,910,818
22.	Occupancy	4.9	4.1	3.0-6.4	$ 4,992,151
23.	Communication	10.2	8.7	6.1-12.8	$ 13,756,203
24.	Data Processing	0.5	0.0	0.0-0.6	$ 952,073
25.	Equip. & Supplies	3.7	3.0	1.8-4.5	$ 3,325,352
26.	Services & Fees	10.3	6.7	2.7-15.4	$ 12,357,777
27.	Other	13.7	7.4	1.8-12.1	$ 14,826,287
28.	Total Expenses	92.9%	94.7%	90.6-99.8%	$102,740,206

Expenses by Function: Respondents: 38

30.	Exec. & Admin.	47.8%	44.3%	28.8-60.2%	$ 19,994,961
31.	Membership	5.5	0.7	0.0-5.3	$ 2,330,516
32.	Public Relations	6.1	2.2	0.0-5.9	$ 7,139,925
33.	Govt. Relations	4.9	2.0	0.0-5.6	$ 6,343,893
34.	Publications	8.3	6.4	2.5-11.9	$ 5,893,858
35.	Conv. & Meetings	8.4	5.1	1.0-13.7	$ 9,011,113
36.	Educational Programs	5.8	3.5	0.0-10.1	$ 5,595,306
37.	Cert./Accred./Std.	0.0	0.0	0.0-0.0	$ 11,236
38.	Other Programs	8.2	0.8	0.0-8.9	$ 8,924,796
39.	Total Expenses	95.0%	96.0%	91.7-99.1%	$ 65,245,604

Number of Persons on Staff

Professional Staff	10.7	4.0	2.0-8.0
Clerical Staff	12.6	3.0	2.0-9.0
Total Staff	23.3	7.0	4.0-15.0
Personnel Costs Per Staff Member	$17,946	$16,873	$14,689-$19,846

Table **12**

Geographical Scope: **All**
Membership Type: **Corporate Assoc. in Health Care**
Budget Group: **All**

Income: Respondents: 61

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	55.5%	59.8%	33.3-77.8%	$31,155,584
2.	Dues - Associates	1.8	0.0	0.0-0.9	$ 1,058,434
3.	Special Payments	1.0	0.0	0.0-0.0	$ 221,481
4.	Educational Programs	6.5	1.4	0.0-7.3	$ 2,657,155
5.	Cert./Accred./Std.	2.1	0.0	0.0-0.0	$ 510,030
6.	Meetings & Conv.	3.8	0.0	0.0-3.5	$ 1,280,945
7.	Exhibits	3.2	0.0	0.0-0.7	$ 2,825,688
8.	Publications	3.5	0.0	0.0-3.3	$ 3,666,710
9.	Pubs./Subs.	2.2	0.0	0.0-0.6	$ 2,974,460
10.	Pubs./Other Sales	1.1	0.0	0.0-0.8	$ 2,077,874
11.	Insurance Programs	0.5	0.0	0.0-0.0	$ 273,748
12.	Grants & Cont.	6.9	0.0	0.0-6.2	$ 6,706,111
13.	Investments	2.3	1.8	0.8-3.5	$ 1,283,210
14.	Other	9.6	1.4	0.0-11.1	$ 7,759,262
15.	Total Income	100.0%	100.0%	100.0-100.0%	$64,450,692

Expenses by Object: Respondents: 60

20.	Personnel	47.8%	49.7%	36.1-60.0%	$29,378,281
21.	Travel	6.4	6.4	2.8-8.9	$ 4,989,201
22.	Occupancy	5.4	4.8	3.6-6.6	$ 3,716,740
23.	Communication	12.8	10.7	6.7-14.9	$ 9,589,949
24.	Data Processing	0.7	0.2	0.0-0.8	$ 844,423
25.	Equip. & Supplies	3.5	2.8	1.9-4.6	$ 1,542,215
26.	Services & Fees	7.4	3.4	1.7-10.5	$ 4,626,857
27.	Other	10.6	7.4	1.9-15.2	$ 7,725,216
28.	Total Expenses	94.6%	96.4%	91.2-100.0%	$62,412,882

Expenses by Function: Respondents: 23

30.	Exec. & Admin.	41.5%	32.3%	25.2-60.9%	$10,945,282
31.	Membership	9.6	2.8	1.0-15.3	$ 6,768,940
32.	Public Relations	3.9	1.9	0.0-4.5	$ 1,160,993
33.	Govt. Relations	6.2	3.7	0.0-5.5	$ 1,948,146
34.	Publications	10.8	8.1	2.5-14.4	$ 8,548,393
35.	Conv. & Meetings	6.7	4.2	1.1-6.5	$ 2,400,223
36.	Educational Programs	5.7	3.2	0.7-9.3	$ 2,387,150
37.	Cert./Accred./Std.	2.2	0.0	0.0-0.0	$ 334,445
38.	Other Programs	9.4	2.1	0.0-15.4	$ 7,269,890
39.	Total Expenses	96.0%	96.4%	91.9-100.0%	$41,763,462

Number of Persons on Staff

Professional Staff	13.5	4.0	2.0-9.8
Clerical Staff	16.3	5.0	2.0-14.8
Total Staff	29.8	9.0	5.0-23.8
Personnel Costs Per Staff Member	$17,500	$16,853	$13,511-$19,505

Table 13

Geographical Scope: **All**
Membership Type: **Corporate Assoc. in Construction**
Budget Group: **All**

Income: Respondents: 118

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	53.7%	53.3%	33.9-75.4%	$35,946,426
2.	Dues - Associates	6.0	1.2	0.0-8.2	$ 2,868,408
3.	Special Payments	5.7	0.0	0.0-0.5	$ 4,186,563
4.	Educational Programs	4.1	0.0	0.0-4.3	$ 2,056,389
5.	Cert./Accred./Std.	0.3	0.0	0.0-0.0	$ 358,047
6.	Meetings & Conv.	6.4	1.2	0.0-10.0	$ 3,211,355
7.	Exhibits	2.2	0.0	0.0-0.0	$ 1,179,233
8.	Publications	2.1	0.0	0.0-3.4	$ 1,228,811
9.	Pubs./Subs.	1.0	0.0	0.0-0.1	$ 707,373
10.	Pubs./Other Sales	2.7	0.0	0.0-1.3	$ 8,272,459
11.	Insurance Programs	2.8	0.0	0.0-0.1	$ 986,883
12.	Grants & Cont.	2.9	0.0	0.0-0.0	$28,981,017
13.	Investments	3.7	1.7	0.7-4.0	$ 2,140,418
14.	Other	6.4	1.1	0.0-4.9	$ 1,904,409
15.	Total Income	100.0%	100.0%	100.0-100.0%	$94,027,791

Expenses by Object: Respondents: 114

20.	Personnel	43.7%	43.0%	33.6-54.1%	$36,437,770
21.	Travel	6.2	5.8	2.6-8.5	$ 4,223,314
22.	Occupancy	6.5	4.6	3.4-7.5	$ 4,385,911
23.	Communication	11.6	9.2	6.4-13.9	$10,398,576
24.	Data Processing	0.3	0.0	0.0-0.0	$ 497,335
25.	Equip. & Supplies	4.5	3.4	2.0-5.3	$ 2,777,225
26.	Services & Fees	8.9	5.8	2.4-10.2	$11,482,570
27.	Other	12.0	7.7	2.5-18.6	$18,665,235
28.	Total Expenses	93.7%	96.0%	90.2-100.0%	$88,867,936

Expenses by Function: Respondents: 35

30.	Exec. & Admin.	53.1%	52.1%	37.8-67.2%	$ 7,180,680
31.	Membership	7.7	2.0	0.0-6.7	$ 1,627,171
32.	Public Relations	5.1	3.1	0.8-7.6	$ 877,167
33.	Govt. Relations	2.4	1.1	0.0-3.8	$ 423,554
34.	Publications	9.0	6.2	3.7-9.8	$ 2,642,634
35.	Conv. & Meetings	9.9	6.9	1.7-14.5	$ 2,073,529
36.	Educational Programs	3.9	2.4	0.0-5.6	$ 899,054
37.	Cert./Accred./Std.	0.2	0.0	0.0-0.0	$ 79,295
38.	Other Programs	4.6	0.7	0.0-8.4	$ 891,341
39.	Total Expenses	95.9%	95.2%	91.9-99.9%	$16,694,425

Number of Persons on Staff

Professional Staff	8.6	3.0	2.0-6.0
Clerical Staff	8.0	3.0	1.0-5.8
Total Staff	16.6	5.0	3.0-12.8
Personnel Costs Per Staff Member	$16,580	$16,826	$13,451-$18,912

Table 14

Geographical Scope: **All**
Membership Type: **Corporate Assoc. in Transportation**
Budget Group: **All**

Income: Respondents: 58

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	55.5%	59.3%	32.4-78.2%	$22,417,237
2.	Dues - Associates	5.7	0.0	0.0-3.6	$ 1,652,568
3.	Special Payments	1.8	0.0	0.0-0.0	$ 6,113,808
4.	Educational Programs	4.9	0.0	0.0-3.6	$ 1,136,971
5.	Cert./Accred./Std.	0.3	0.0	0.0-0.0	$ 72,000
6.	Meetings & Conv.	6.7	1.8	0.0-12.8	$ 2,094,892
7.	Exhibits	2.7	0.0	0.0-0.0	$ 984,763
8.	Publications	3.5	0.0	0.0-5.4	$ 2,381,189
9.	Pubs./Subs.	3.1	0.0	0.0-1.7	$ 4,356,714
10.	Pubs./Other Sales	4.1	0.0	0.0-1.8	$ 8,225,484
11.	Insurance Programs	1.1	0.0	0.0-0.0	$ 878,784
12.	Grants & Cont.	3.4	0.0	0.0-0.0	$ 3,893,127
13.	Investments	2.8	1.9	0.7-4.4	$ 1,683,386
14.	Other	4.4	0.7	0.0-4.9	$ 1,695,395
15.	Total Income	100.0%	100.0%	100.0-100.0%	$57,586,318

Expenses by Object: Respondents: 56

20.	Personnel	48.3%	47.8%	35.7-58.8%	$25,481,445
21.	Travel	6.2	4.4	1.9-8.5	$ 3,102,375
22.	Occupancy	5.9	4.5	3.5-7.2	$ 2,738,520
23.	Communication	13.3	12.0	7.8-16.1	$ 9,673,348
24.	Data Processing	0.6	0.0	0.0-0.7	$ 1,173,263
25.	Equip. & Supplies	3.9	3.5	2.0-5.3	$ 1,582,384
26.	Services & Fees	8.6	3.7	1.8-8.9	$ 6,989,818
27.	Other	9.6	5.6	2.0-14.5	$ 3,620,069
28.	Total Expenses	96.4%	97.3%	92.5-100.9%	$54,361,222

Expenses by Function: Respondents: 17

30.	Exec. & Admin.	52.6%	52.7%	37.5-64.3%	$ 8,486,354
31.	Membership	8.8	4.2	6.0-9.9	$ 1,229,221
32.	Public Relations	8.2	2.1	0.0-12.0	$ 4,844,691
33.	Govt. Relations	2.9	1.2	0.0-5.5	$ 631,554
34.	Publications	12.6	12.3	8.3-15.6	$ 2,945,365
35.	Conv. & Meetings	7.5	4.3	1.0-14.7	$ 1,019,321
36.	Educational Programs	2.0	0.7	0.0-2.6	$ 238,732
37.	Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 7,656
38.	Other Programs	4.0	0.4	0.0-4.6	$ 1,041,675
39.	Total Expenses	98.7%	96.8%	94.1-101.0%	$20,444,569

Number of Persons on Staff

Professional Staff	11.5	4.5	3.0-10.3
Clerical Staff	14.7	4.5	3.0-11.3
Total Staff	26.2	10.0	6.0-21.0
Personnel Costs Per Staff Member	$17,047	$16,837	$14,322-$19,108

Table 15

Geographical Scope: **All**
Membership Type: **Corporate Assoc. in Wholesale or Retail Trade**
Budget Group: **All**

Income: Respondents: 142

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	48.8%	48.3%	24.5-72.2%	$41,182,939
2.	Dues - Associates	4.5	0.4	0.0-4.2	$ 2,323,436
3.	Special Payments	1.5	0.0	0.0-0.0	$ 2,673,662
4.	Educational Programs	3.9	0.0	0.0-2.9	$ 2,154,685
5.	Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 75,664
6.	Meetings & Conv.	9.2	3.7	0.0-11.9	$ 4,994,827
7.	Exhibits	5.5	0.0	0.0-4.6	$ 3,629,469
8.	Publications	4.2	0.0	0.0-3.7	$ 2,752,471
9.	Pubs./Subs.	1.2	0.0	0.0-0.1	$ 845,324
10.	Pubs./Other Sales	2.1	0.0	0.0-1.0	$ 3,901,909
11.	Insurance Programs	4.8	0.0	0.0-4.6	$ 1,599,112
12.	Grants & Cont.	1.3	0.0	0.0-0.0	$ 3,039,430
13.	Investments	2.6	1.9	0.7-3.6	$ 2,067,938
14.	Other	10.3	2.0	0.1-11.9	$ 6,870,193
15.	Total Income	100.0%	100.0%	100.0-100.0%	$78,111,059

Expenses by Object: Respondents: 131

20.	Personnel	42.2%	41.4%	30.3-53.7%	$31,103,049
21.	Travel	7.1	6.5	3.3-9.3	$ 4,897,079
22.	Occupancy	6.3	4.4	3.2-6.6	$ 4,140,477
23.	Communication	11.5	9.2	6.2-12.8	$ 9,892,908
24.	Data Processing	1.0	0.0	0.0-0.5	$ 900,923
25.	Equip. & Supplies	3.9	2.9	1.7-4.8	$ 2,639,530
26.	Services & Fees	7.9	4.7	1.8-8.8	$ 9,402,937
27.	Other	12.0	6.0	1.5-18.7	$ 7,150,917
28.	Total Expenses	91.9%	94.0%	86.7-99.9%	$70,127,820

Expenses by Function: Respondents: 37

30.	Exec. & Admin.	48.7%	41.6%	28.7-63.0%	$ 7,707,985
31.	Membership	7.3	2.4	0.9-8.5	$ 1,694,015
32.	Public Relations	5.3	2.1	0.0-6.5	$ 1,773,261
33.	Govt. Relations	5.7	2.1	0.0-5.9	$ 867,511
34.	Publications	10.2	7.4	3.5-14.0	$ 2,842,813
35.	Conv. & Meetings	11.7	5.6	1.3-19.2	$ 2,021,838
36.	Educational Programs	4.0	1.2	0.0-7.0	$ 944,021
37.	Cert./Accred./Std.	0.2	0.0	0.0-0.0	$ 46,428
38.	Other Programs	3.6	0.4	0.0-6.2	$ 1,196,390
39.	Total Expenses	96.7%	96.4%	91.6-101.9%	$19,094,262

Number of Persons on Staff

Professional Staff	6.1	3.0	2.0-6.0
Clerical Staff	8.1	3.0	2.0-6.0
Total Staff	14.2	6.0	4.0-11.0
Personnel Costs Per Staff Member	$17,311	$16,430	$13,661-$20,024

Table **16**

Geographical Scope: **All**
Membership Type: **Corporate Assoc. in Service Industries**
Budget Group: **All**

Income: Respondents: 155

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	52.5%	53.4%	32.7-73.8%	$ 52,014,717
2.	Dues - Associates	4.8	0.7	0.0-5.4	$ 2,957,378
3.	Special Payments	2.3	0.0	0.0-0.0	$ 3,312,612
4.	Educational Programs	5.6	1.0	0.0-7.6	$ 3,379,566
5.	Cert./Accred./Std.	1.0	0.0	0.0-0.0	$ 2,109,202
6.	Meetings & Conv.	6.7	2.5	0.0-10.8	$ 4,695,216
7.	Exhibits	4.0	0.0	0.0-2.5	$ 3,521,783
8.	Publications	3.7	0.0	0.0-3.9	$ 4,066,871
9.	Pubs./Subs.	1.2	0.0	0.0-0.2	$ 1,334,952
10.	Pubs./Other Sales	3.4	0.0	0.0-1.7	$ 10,764,489
11.	Insurance Programs	2.9	0.0	0.0-0.3	$ 3,060,898
12.	Grants & Cont.	3.2	0.0	0.0-0.0	$ 4,651,396
13.	Investments	2.2	1.6	0.4-3.0	$ 2,706,065
14.	Other	6.5	1.3	0.0-7.0	$ 7,809,937
15.	Total Income	100.0%	100.0%	100.0-100.0%	$106,385,082

Expenses by Object: Respondents: 144

20.	Personnel	43.4%	41.1%	34.2-52.5%	$ [illegible]236,473
21.	Travel	6.4	5.0	3.0-8.8	$ 6,139,050
22.	Occupancy	4.8	4.3	2.9-6.1	$ 5,188,214
23.	Communication	13.0	10.1	7.1-17.0	$ 13,574,827
24.	Data Processing	0.7	0.0	0.0-0.5	$ 936,825
25.	Equip. & Supplies	3.7	2.8	1.5-4.9	$ 3,023,034
26.	Services & Fees	8.7	4.9	1.8-10.2	$ 10,872,474
27.	Other	13.3	7.6	2.0-19.8	$ 14,901,979
28.	Total Expenses	94.0%	95.9%	90.1-100.4%	$ 93,872,876

Expenses by Function: Respondents: 51

30.	Exec. & Admin.	45.8%	41.7%	28.1-60.2%	$ 16,500,358
31.	Membership	6.3	2.4	0.0-8.5	$ 3,047,129
32.	Public Relations	5.2	1.2	0.0-5.3	$ 3,169,434
33.	Govt. Relations	3.7	0.5	0.0-4.7	$ 2,098,272
34.	Publications	11.3	6.7	3.2-17.6	$ 6,564,024
35.	Conv. & Meetings	10.9	7.4	1.1-18.1	$ 4,103,546
36.	Educational Programs	5.9	3.5	0.0-10.1	$ 2,822,843
37.	Cert./Accred./Std.	1.8	0.0	0.0-0.0	$ 2,008,004
38.	Other Programs	5.7	1.1	0.0-8.0	$ 3,006,494
39.	Total Expenses	96.6%	97.3%	92.8-101.0%	$ 43,320,104

Number of Persons on Staff

Professional Staff	7.6	3.0	2.0-6.3
Clerical Staff	9.6	3.0	1.0-8.0
Total Staff	17.2	6.0	3.0-15.0
Personnel Costs Per Staff Member	$20,395	$16,764	$13,686-$19,494

Table **17**

Geographical Scope: **All**
Membership Type: **Individual Assoc. in Legal Professions**
Budget Group: **All**

Income: Respondents: 30

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	56.7%	51.8%	45.1-71.7%	$ 6,539,499
2.	Dues - Associates	1.6	0.1	0.0-0.9	$ 123,619
3.	Special Payments	2.3	0.0	0.0-0.6	$ 171,126
4.	Educational Programs	8.0	2.0	0.0-8.3	$ 1,569,571
5.	Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 13,990
6.	Meetings & Conv.	9.7	4.8	0.0-13.3	$ 910,438
7.	Exhibits	2.1	0.0	0.0-0.4	$ 268,108
8.	Publications	2.2	0.9	0.0-3.4	$ 400,298
9.	Pubs./Subs.	1.9	0.1	0.0-2.0	$ 357,212
10.	Pubs./Other Sales	3.4	0.2	0.0-4.8	$ 570,150
11.	Insurance Programs	0.2	0.0	0.0-0.0	$ 21,393
12.	Grants & Cont.	2.9	0.0	0.0-2.5	$ 194,478
13.	Investments	2.0	1.6	0.5-3.3	$ 283,912
14.	Other	6.9	2.8	0.2-12.4	$ 915,396
15.	Total Income	100.0%	100.0%	100.0-100.0%	$12,339,190

Expenses by Object: Respondents: 29

20.	Personnel	35.3%	33.2%	25.4-44.6%	$ 4,228,683
21.	Travel	6.1	3.8	2.7-7.8	$ 807,262
22.	Occupancy	5.5	4.6	2.8-8.9	$ 640,455
23.	Communication	17.9	16.8	10.6-20.6	$ 2,255,085
24.	Data Processing	0.8	0.3	0.0-1.6	$ 140,851
25.	Equip. & Supplies	4.4	3.9	2.2-5.3	$ 390,884
26.	Services & Fees	7.0	4.4	1.6-8.4	$ 744,395
27.	Other	16.9	14.4	4.3-22.8	$ 2,359,692
28.	Total Expenses	93.9%	95.7%	84.3-100.9%	$11,567,307

Expenses by Function: Respondents: 12

30.	Exec. & Admin.	34.4%	31.8%	18.9-46.9%	$ 1,966,346
31.	Membership	4.3	2.8	0.6-7.1	$ 247,602
32.	Public Relations	5.1	4.4	1.0-9.2	$ 392,600
33.	Govt. Relations	2.4	0.2	0.0-3.1	$ 140,802
34.	Publications	15.2	13.4	8.1-21.7	$ 1,103,871
35.	Conv. & Meetings	11.4	7.5	5.2-18.8	$ 696,489
36.	Educational Programs	7.0	3.0	0.5-9.7	$ 1,042,600
37.	Cert./Accred./Std.	0.8	0.0	0.0-0.2	$ 95,190
38.	Other Programs	12.7	6.0	0.5-28.8	$ 1,434,225
39.	Total Expenses	93.3%	96.8%	82.5-100.2%	$ 7,119,725

Number of Persons on Staff

Professional Staff	5.7	2.5	1.0-6.0
Clerical Staff	4.7	4.0	2.0-5.0
Total Staff	10.4	6.5	4.0-12.0
Personnel Costs Per Staff Member	$13,853	$12,627	$10,703-$16,952

Table **18**

Geographical Scope: **All**
Membership Type: **Individual Assoc. in Medical Professions**
Budget Group: **All**

Income: Respondents: 104

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	51.5%	53.7%	32.8-74.9%	$ 60,424,995
2.	Dues - Associates	1.9	0.0	0.0-1.4	$ 1,940,141
3.	Special Payments	3.4	0.0	0.0-1.3	$ 9,519,002
4.	Educational Programs	5.6	0.0	0.0-6.0	$ 4,148,236
5.	Cert./Accred./Std.	1.1	0.0	0.0-0.0	$ 1,609,870
6.	Meetings & Conv.	5.1	0.7	0.0-7.0	$ 1,993,096
7.	Exhibits	4.6	0.6	0.0-7.4	$ 4,175,054
8.	Publications	5.4	3.2	0.0-7.2	$ 13,912,869
9.	Pubs./Subs.	3.7	0.1	0.0-4.0	$ 8,778,442
10.	Pubs./Other Sales	1.8	0.0	0.0-2.0	$ 4,122,174
11.	Insurance Programs	0.6	0.0	0.0-0.0	$ 1,479,349
12.	Grants & Cont.	5.7	0.0	0.0-2.7	$ 16,562,144
13.	Investments	3.1	2.6	1.0-4.1	$ 4,349,375
14.	Other	6.5	1.6	0.1-5.0	$ 8,844,505
15.	Total Income	100.0%	100.0%	100.0-100.0%	$141,859,252

Expenses by Object: Respondents: 92

20.	Personnel	35.8%	34.5%	27.1-44.4%	$ 50,613,421
21.	Travel	7.4	6.2	2.5-10.4	$ 9,752,767
22.	Occupancy	4.9	3.8	3.0-6.1	$ 8,074,240
23.	Communication	15.5	13.4	8.2-19.3	$ 24,839,425
24.	Data Processing	0.9	0.4	0.0-1.3	$ 2,231,521
25.	Equip. & Supplies	4.1	2.7	1.5-4.7	$ 3,581,877
26.	Services & Fees	8.6	4.9	2.4-12.5	$ 13,592,839
27.	Other	14.9	10.5	3.3-23.2	$ 14,657,433
28.	Total Expenses	92.1%	94.9%	87.6-99.6%	$127,343,523

Expenses by Function: Respondents: 29

30.	Exec. & Admin.	34.0%	28.2%	19.4-51.0%	$ 14,255,745
31.	Membership	5.1	2.7	1.2-7.7	$ 8,153,670
32.	Public Relations	3.7	1.8	0.0-6.4	$ 5,889,012
33.	Govt. Relations	6.9	3.2	0.0-7.8	$ 6,113,017
34.	Publications	15.1	11.8	7.1-18.9	$ 20,270,591
35.	Conv. & Meetings	7.1	5.7	3.1-8.8	$ 3,226,434
36.	Educational Programs	9.5	7.0	1.0-14.3	$ 10,788,382
37.	Cert./Accred./Std.	1.7	0.0	0.0-1.1	$ 7,056,443
38.	Other Programs	10.3	3.3	0.0-11.8	$ 18,989,483
39.	Total Expenses	93.4%	94.3%	87.5-99.8%	$ 94,742,777

Number of Persons on Staff

Professional Staff	12.1	3.0	1.0-8.3
Clerical Staff	17.9	4.0	2.0-14.3
Total Staff	30.0	7.0	3.0-20.0
Personnel Costs Per Staff Member	$14,256	$14,474	$11,598-$16,708

Table **19**

Geographical Scope: **All**
Membership Type: **Individual Assoc. in Educational Professions**
Budget Group: **All**

Income: Respondents: 72

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	41.3%	36.9%	24.8-56.1%	$25,227,432
2.	Dues - Associates	3.3	0.1	0.0-4.1	$ 2,610,019
3.	Special Payments	1.6	0.0	0.0-0.4	$ 2,877,205
4.	Educational Programs	7.2	1.7	0.0-8.2	$ 7,776,420
5.	Cert./Accred./Std.	0.5	0.0	0.0-0.0	$ 479,185
6.	Meetings & Conv.	8.7	5.7	0.0-13.6	$ 3,915,946
7.	Exhibits	4.7	0.0	0.0-6.9	$ 4,258,337
8.	Publications	5.7	2.1	0.0-5.9	$ 5,692,538
9.	Pubs./Subs.	5.5	0.0	0.0-7.1	$ 5,083,581
10.	Pubs./Other Sales	6.7	1.0	0.0-7.8	$ 10,853,406
11.	Insurance Programs	0.8	0.0	0.0-0.0	$ 348,135
12.	Grants & Cont.	4.4	0.0	0.0-2.9	$12,246,669
13.	Investments	2.8	2.0	0.7-3.6	$ 2,069,878
14.	Other	6.8	3.1	1.5-9.1	$ 4,251,945
15.	Total Income	100.0%	100.0%	100.0-100.0%	$87,690,696

Expenses by Object: Respondents: 67

20.	Personnel	37.2%	35.2%	28.3-42.9%	$28,732,312
21.	Travel	6.4	5.6	2.8-7.7	$ 4,008,893
22.	Occupancy	3.9	3.2	2.0-4.7	$ 2,844,975
23.	Communication	21.5	19.9	10.8-32.8	$14,769,243
24.	Data Processing	1.6	1.1	0.0-2.3	$ 1,022,057
25.	Equip. & Supplies	4.1	2.8	1.9-4.4	$ 3,985,667
26.	Services & Fees	6.6	3.5	1.8-6.1	$10,389,346
27.	Other	15.3	10.6	4.2-21.7	$10,399,085
28.	Total Expenses	96.6%	98.2%	92.1-101.4%	$76,151,578

Expenses by Function: Respondents: 30

30.	Exec. & Admin.	31.3%	26.8%	18.5-43.4%	$11,139,320
31.	Membership	7.8	6.2	2.9-11.1	$ 2,460,788
32.	Public Relations	2.5	0.6	0.0-4.3	$ 789,749
33.	Govt. Relations	0.9	0.0	0.0-1.1	$ 300,308
34.	Publications	21.4	23.1	7.4-32.1	$10,923,601
35.	Conv. & Meetings	13.3	11.6	5.9-22.0	$ 4,861,298
36.	Educational Programs	8.5	3.1	0.0-12.9	$ 3,275,150
37.	Cert./Accred./Std.	1.3	0.0	0.0-1.0	$ 722,652
38.	Other Programs	9.4	4.9	0.8-10.7	$11,472,678
39.	Total Expenses	96.4%	98.8%	92.1-102.4%	$45,945,544

Number of Persons on Staff

Professional Staff	9.3	5.0	2.0-9.0
Clerical Staff	19.4	6.0	3.0-19.0
Total Staff	28.7	12.0	6.0-36.0
Personnel Costs Per Staff Member	$14,346	$13,955	$12,035-$16,491

Table **20**

Geographical Scope: **All**
Membership Type: **Individual Assoc. in Business Professions**
Budget Group: **All**

Income: Respondents: 167

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	44.9%	44.3%	23.1-61.9%	$ 42,228,194
2.	Dues - Associates	5.8	0.7	0.0-6.6	$ 7,750,965
3.	Special Payments	4.2	0.0	0.0-1.8	$ 4,117,080
4.	Educational Programs	7.9	1.2	0.0-10.2	$ 9,844,269
5.	Cert./Accred./Std.	0.2	0.0	0.0-0.0	$ 411,945
6.	Meetings & Conv.	7.6	2.9	0.0-12.1	$ 5,408,713
7.	Exhibits	4.4	0.0	0.0-2.5	$ 1,749,849
8.	Publications	3.7	0.2	0.0-4.4	$ 5,139,565
9.	Pubs./Subs.	2.2	0.0	0.0-0.4	$ 4,164,437
10.	Pubs./Other Sales	2.6	0.0	0.0-0.9	$ 7,983,094
11.	Insurance Programs	2.9	0.0	0.0-0.2	$ 2,548,663
12.	Grants & Cont.	0.9	0.0	0.0-0.0	$ 1,369,237
13.	Investments	3.0	1.8	0.7-3.7	$ 2,965,965
14.	Other	9.7	2.7	0.2-8.9	$ 9,576,614
15.	Total Income	100.0%	100.0%	100.0-100.0%	$105,258,590

Expenses by Object: Respondents: 152

20.	Personnel	36.1%	34.6%	27.1-43.9%	$ 31,040,568
21.	Travel	6.7	5.4	2.9-9.3	$ 5,660,123
22.	Occupancy	5.8	3.9	2.9-6.3	$ 4,263,280
23.	Communication	14.1	12.0	7.0-18.8	$ 13,274,474
24.	Data Processing	1.2	0.0	0.0-1.3	$ 1,727,757
25.	Equip. & Supplies	4.0	2.8	1.6-4.7	$ 3,271,741
26.	Services & Fees	8.2	4.8	1.9-10.3	$ 11,270,848
27.	Other	16.6	13.9	3.8-24.0	$ 14,038,299
28.	Total Expenses	92.7%	96.4%	87.5-100.0%	$ 84,547,090

Expenses by Function: Respondents: 60

30.	Exec. & Admin.	40.7%	41.1%	23.1-52.1%	$ 17,737,123
31.	Membership	10.6	6.3	2.2-16.9	$ 6,355,038
32.	Public Relations	4.1	2.4	0.3-6.1	$ 3,108,732
33.	Govt. Relations	2.5	0.2	0.0-3.4	$ 2,268,710
34.	Publications	13.4	9.9	5.3-14.5	$ 8,278,054
35.	Conv. & Meetings	13.3	8.4	3.5-19.6	$ 4,598,385
36.	Educational Programs	7.0	1.9	0.0-10.8	$ 4,026,241
37.	Cert./Accred./Std.	0.4	0.0	0.0-0.0	$ 296,532
38.	Other Programs	4.5	0.8	0.0-6.1	$ 3,146,837
39.	Total Expenses	96.5%	95.7%	91.9-101.8%	$ 49,815,652

Number of Persons on Staff

Professional Staff	5.4	2.0	1.0-5.0
Clerical Staff	8.6	3.0	2.0-6.0
Total Staff	14.0	6.0	3.0-11.5
Personnel Costs Per Staff Member	$20,873	$14,718	$11,699-$17,863

Table **21**

Geographical Scope: **All**
Membership Type: **Individual Assoc. in Technical Professions**
Budget Group: **All**

Income: Respondents: 79

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	38.8%	36.4%	20.0-52.5%	$ 35,847,786
2.	Dues - Associates	4.0	0.4	0.0-4.5	$ 3,255,428
3.	Special Payments	1.4	0.0	0.0-0.7	$ 3,571,581
4.	Educational Programs	5.7	2.4	0.0-7.3	$ 6,117,984
5.	Cert./Accred./Std.	1.2	0.0	0.0-0.0	$ 784,958
6.	Meetings & Conv.	7.3	4.3	0.0-12.3	$ 5,609,502
7.	Exhibits	5.1	0.0	0.0-5.2	$ 6,191,516
8.	Publications	6.9	2.2	0.0-12.7	$ 14,328,133
9.	Pubs./Subs.	8.0	1.6	0.0-10.0	$ 12,721,787
10.	Pubs./Other Sales	8.1	3.4	0.0-10.3	$ 16,820,883
11.	Insurance Programs	0.5	0.0	0.0-0.0	$ 75,159
12.	Grants & Cont.	3.6	0.0	0.0-0.6	$ 4,100,733
13.	Investments	2.7	2.0	1.0-3.6	$ 3,962,502
14.	Other	6.7	2.1	0.4-7.6	$ 8,329,935
15.	Total Income	100.0%	100.0%	100.0-100.0%	$121,717,887

Expenses by Object: Respondents: 72

20.	Personnel	35.0%	33.5%	28.1-41.7%	$ 33,052,552
21.	Travel	6.6	4.8	2.7-8.4	$ 5,574,921
22.	Occupancy	4.4	3.4	2.7-5.5	$ 4,100,396
23.	Communication	21.3	19.5	9.9-28.0	$ 21,230,469
24.	Data Processing	1.6	1.2	0.0-2.3	$ 2,011,611
25.	Equip. & Supplies	4.0	2.7	1.5-4.2	$ 4,810,540
26.	Services & Fees	7.7	4.5	1.9-8.2	$ 10,275,037
27.	Other	16.1	13.7	5.7-23.4	$ 20,950,974
28.	Total Expenses	96.7%	97.8%	92.7-100.0%	$102,006,500

Expenses by Function: Respondents: 38

30.	Exec. & Admin.	28.3%	25.6%	15.2-42.6%	$ 14,484,953
31.	Membership	8.0	6.1	3.4-11.8	$ 5,488,934
32.	Public Relations	2.2	1.5	0.0-3.2	$ 1,430,598
33.	Govt. Relations	1.3	0.0	0.0-2.0	$ 596,394
34.	Publications	30.8	28.7	16.2-47.6	$ 33,321,175
35.	Conv. & Meetings	12.4	11.2	7.2-17.2	$ 7,669,956
36.	Educational Programs	6.7	4.3	0.5-9.9	$ 3,681,193
37.	Cert./Accred./Std.	1.9	0.0	0.0-4.0	$ 1,550,389
38.	Other Programs	5.9	2.6	0.6-9.3	$ 6,056,175
39.	Total Expenses	97.5%	98.0%	92.9-100.6%	$ 74,279,767

Number of Persons on Staff

Professional Staff	15.3	6.0	2.0-14.0
Clerical Staff	17.6	7.0	3.0-25.0
Total Staff	32.9	16.0	6.0-41.0
Personnel Costs Per Staff Member	$14,700	$14,638	$12,495-$16,948

Table **22**

Geographical Scope: **All**
Membership Type: **Individual Fraternal/Recreational Associations**
Budget Group: **All**

Income: Respondents: 23

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	48.1%	55.6%	32.4-66.9%	$11,731,685
2.	Dues - Associates	2.7	0.0	0.0-3.7	$ 295,468
3.	Special Payments	15.2	0.3	0.0-37.3	$ 1,228,561
4.	Educational Programs	0.4	0.0	0.0-0.0	$ 90,730
5.	Cert./Accred./Std.	0.3	0.0	0.0-0.0	$ 12,347
6.	Meetings & Conv.	4.1	0.0	0.0-8.1	$ 524,907
7.	Exhibits	0.0	0.0	0.0-0.0	$ 1,650
8.	Publications	3.7	0.1	0.0-3.3	$ 2,229,032
9.	Pubs./Subs.	3.1	0.0	0.0-4.6	$ 276,740
10.	Pubs./Other Sales	2.0	0.0	0.0-0.5	$ 150,525
11.	Insurance Programs	4.0	0.0	0.0-0.9	$ 598,358
12.	Grants & Cont.	1.4	0.0	0.0-0.0	$ 133,051
13.	Investments	5.6	2.0	0.5-6.2	$ 1,541,291
14.	Other	9.4	5.7	0.7-13.5	$ 1,352,648
15.	Total Income	100.0%	100.0%	100.0-100.0%	$20,166,993

Expenses by Object: Respondents: 21

20.	Personnel	37.1%	37.0%	27.0-43.0%	$ 3,557,109
21.	Travel	9.0	10.0	3.4-13.8	$ 913,840
22.	Occupancy	5.7	5.1	1.7-9.2	$ 572,074
23.	Communication	15.8	13.0	8.2-23.2	$ 1,355,549
24.	Data Processing	1.6	1.7	0.5-2.8	$ 181,157
25.	Equip. & Supplies	4.6	3.4	3.0-5.6	$ 511,618
26.	Services & Fees	4.9	2.2	1.5-6.6	$ 598,427
27.	Other	12.2	7.5	4.6-16.1	$ 1,428,662
28.	Total Expenses	90.9%	93.6%	84.0-99.8%	$ 9,118,436

Expenses by Function: Respondents: 5

30.	Exec. & Admin.	38.1%	39.3%	14.9-46.6%	$ 3,867,807
31.	Membership	13.4	10.9	4.1-20.3	$ 1,592,276
32.	Public Relations	5.2	0.4	0.0-12.8	$ 1,994,755
33.	Govt. Relations	0.4	0.0	0.0-0.9	$ 178,052
34.	Publications	19.4	18.6	8.1-29.9	$ 3,810,872
35.	Conv. & Meetings	8.5	9.8	0.7-15.6	$ 335,530
36.	Educational Programs	5.1	2.5	0.0-11.5	$ 425,748
37.	Cert./Accred./Std.	0.7	0.0	0.0-2.0	$ 6,000
38.	Other Programs	3.4	2.3	0.0-8.5	$ 1,270,202
39.	Total Expenses	94.2%	96.1%	42.6-104.3%	$13,481,242

Number of Persons on Staff

Professional Staff	12.2	5.0	2.0-10.0
Clerical Staff	16.1	9.0	4.0-15.0
Total Staff	28.3	12.0	6.0-26.0
Personnel Costs Per Staff Member	$12,167	$10,733	$9,311-$16,075

Table **23**

Geographical Scope: **All**
Membership Type: **All**
Budget Group: **All Assoc. with Budgets less than $100,000**

Income: Respondents: 162

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	60.4%	63.5%	45.5-79.4%	$ 6,224,565
2.	Dues - Associates	4.4	0.8	0.0-5.4	$ 429,731
3.	Special Payments	2.7	0.0	0.0-0.0	$ 288,745
4.	Educational Programs	3.5	0.0	0.0-2.7	$ 385,931
5.	Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 3,718
6.	Meetings & Conv.	9.5	5.7	0.0-15.4	$ 919,759
7.	Exhibits	3.1	0.0	0.0-0.0	$ 319,151
8.	Publications	2.5	0.0	0.0-1.5	$ 275,306
9.	Pubs./Subs.	0.5	0.0	0.0-0.0	$ 54,109
10.	Pubs./Other Sales	0.8	0.0	0.0-0.1	$ 87,108
11.	Insurance Programs	3.0	0.0	0.0-0.0	$ 346,648
12.	Grants & Cont.	1.5	0.0	0.0-0.0	$ 151,783
13.	Investments	2.8	1.9	1.6-3.5	$ 314,058
14.	Other	5.2	0.7	0.0-5.0	$ 536,919
15.	Total Income	100.0%	100.0%	100.0-100.0%	$10,337,531

Expenses by Object: Respondents: 150

20.	Personnel	44.2%	44.7%	30.6-57.3%	$ 4,298,058
21.	Travel	7.1	6.1	3.2-8.8	$ 704,232
22.	Occupancy	4.1	3.8	2.4-5.2	$ 415,243
23.	Communication	12.3	10.4	7.3-15.8	$ 1,215,299
24.	Data Processing	0.4	0.0	0.0-0.0	$ 38,538
25.	Equip. & Supplies	3.5	2.8	1.3-4.9	$ 366,637
26.	Services & Fees	7.7	3.2	1.3-8.8	$ 725,146
27.	Other	13.7	8.7	1.2-22.2	$ 1,313,112
28.	Total Expenses	93.0%	94.1%	85.7-99.9%	$ 9,076,265

Expenses by Function: Respondents: 46

30.	Exec. & Admin.	53.2%	53.2%	35.8-68.3%	$ 1,553,900
31.	Membership	4.7	2.5	0.7-7.3	$ 135,510
32.	Public Relations	4.6	1.9	0.0-5.7	$ 121,327
33.	Govt. Relations	3.5	1.0	0.0-6.2	$ 120,569
34.	Publications	7.9	7.1	2.6-9.7	$ 228,844
35.	Conv. & Meetings	14.5	12.1	5.7-20.3	$ 379,893
36.	Educational Programs	3.2	0.0	0.0-2.9	$ 114,116
37.	Cert./Accred./Std.	0.3	0.0	0.0-0.0	$ 6,614
38.	Other Programs	3.2	0.0	0.0-5.7	$ 97,967
39.	Total Expenses	95.1%	97.0%	87.2-99.9%	$ 2,758,740

Number of Persons on Staff

Professional Staff	2.9	1.0	1.0-2.0
Clerical Staff	3.6	1.0	1.0-2.0
Total Staff	6.5	2.0	2.0-3.0
Personnel Costs Per Staff Member	$13,720	$13,558	$10,167-$17,619

Table **24**

Geographical Scope: **All**
Membership Type: **All**
Budget Group: **All Assoc. with Budgets between $100,000 and $249,999**

Income: Respondents: 287

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	54.6%	55.2%	38.7-72.7%	$25,905,699
2.	Dues - Associates	4.7	1.2	0.0-6.4	$ 2,344,734
3.	Special Payments	3.7	0.0	0.0-0.3	$ 1,845,799
4.	Educational Programs	4.9	0.0	0.0-4.6	$ 2,416,621
5.	Cert./Accred./Std.	0.2	0.0	0.0-0.0	$ 68,680
6.	Meetings & Conv.	7.2	3.2	0.0-10.7	$ 3,668,953
7.	Exhibits	2.8	0.0	0.0-0.5	$ 1,360,144
8.	Publications	2.9	0.0	0.0-2.5	$ 1,390,879
9.	Pubs./Subs.	1.7	0.0	0.0-0.1	$ 830,196
10.	Pubs./Other Sales	1.3	0.0	0.0-0.6	$ 639,753
11.	Insurance Programs	3.0	0.0	0.0-0.5	$ 1,373,681
12.	Grants & Cont.	1.6	0.0	0.0-0.0	$ 679,592
13.	Investments	3.3	2.1	0.9-4.2	$ 1,662,326
14.	Other	8.1	1.8	0.0-8.7	$ 3,961,805
15.	Total Income	100.0%	100.0%	100.0-100.0%	$48,148,862

Expenses by Object: Respondents: 267

20.	Personnel	39.5%	38.9%	31.1-49.2%	$17,509,649
21.	Travel	7.1	6.0	3.3-9.2	$ 3,162,129
22.	Occupancy	5.7	3.9	3.0-6.3	$ 2,549,933
23.	Communication	12.1	9.7	6.3-15.0	$ 5,475,126
24.	Data Processing	0.6	0.0	0.0-0.0	$ 278,778
25.	Equip. & Supplies	4.0	2.9	1.6-4.7	$ 1,820,694
26.	Services & Fees	8.4	4.7	2.2-11.1	$ 3,805,082
27.	Other	13.6	10.8	2.8-20.4	$ 6,269,325
28.	Total Expenses	91.0%	94.2%	85.4-101.0%	$40,870,716

Expenses by Function: Respondents: 73

30.	Exec. & Admin.	50.7%	49.7%	35.4-64.0%	$ 6,054,087
31.	Membership	6.5	2.7	0.4-8.8	$ 811,033
32.	Public Relations	4.8	2.0	0.0-5.4	$ 587,803
33.	Govt. Relations	4.3	0.8	0.0-4.0	$ 502,173
34.	Publications	8.2	5.3	2.0-9.8	$ 1,033,379
35.	Conv. & Meetings	8.0	5.2	2.2-12.1	$ 1,036,088
36.	Educational Programs	4.3	0.9	0.0-3.6	$ 540,735
37.	Cert./Accred./Std.	0.3	0.0	0.0-0.0	$ 33,772
38.	Other Programs	7.3	1.9	0.0-10.5	$ 939,706
39.	Total Expenses	94.4%	94.8%	88.9-100.0%	$11,538,778

Number of Persons on Staff

Professional Staff	2.0	2.0	1.0-2.0
Clerical Staff	2.4	2.0	1.0-3.0
Total Staff	4.4	4.0	3.0-5.0
Personnel Costs Per Staff Member	$16,142	$15,343	$12,312-$18,549

Table **25**

Geographical Scope: **All**
Membership Type: **All**
Budget Group: **All Assoc. with Budgets between $250,000 and $499,999**

Income: Respondents: 178

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	51.0%	52.0%	31.2-73.3%	$32,551,495
2.	Dues - Associates	4.6	0.6	0.0-4.5	$ 2,863,549
3.	Special Payments	3.9	0.0	0.0-0.7	$ 2,573,431
4.	Educational Programs	5.9	0.8	0.0-4.6	$ 3,801,217
5.	Cert./Accred./Std.	1.2	0.0	0.0-0.0	$ 792,308
6.	Meetings & Conv.	7.6	3.4	0.0-11.8	$ 4,806,690
7.	Exhibits	3.8	0.0	0.0-1.2	$ 2,446,824
8.	Publications	3.4	0.0	0.0-4.0	$ 2,125,115
9.	Pubs./Subs.	2.9	0.0	0.0-0.7	$ 1,865,436
10.	Pubs./Other Sales	2.2	0.1	0.0-1.7	$ 1,462,886
11.	Insurance Programs	2.3	0.0	0.0-0.4	$ 1,319,631
12.	Grants & Cont.	1.8	0.0	0.0-0.0	$ 1,223,592
13.	Investments	3.2	2.2	0.9-4.1	$ 2,058,440
14.	Other	6.2	1.2	0.0-5.7	$ 3,938,642
15.	Total Income	100.0%	100.0%	100.0-100.0%	$63,829,256

Expenses by Object: Respondents: 164

20.	Personnel	37.7%	36.0%	27.1-46.2%	$22,322,526
21.	Travel	6.5	5.5	2.9-8.4	$ 3,884,368
22.	Occupancy	4.8	3.8	2.8-5.6	$ 2,911,370
23.	Communication	13.5	10.4	6.5-17.4	$ 7,943,915
24.	Data Processing	1.1	0.0	0.0-0.8	$ 635,254
25.	Equip. & Supplies	3.7	2.8	1.7-4.5	$ 2,157,315
26.	Services & Fees	9.9	6.5	2.1-13.6	$ 5,899,049
27.	Other	15.6	11.9	2.8-24.3	$ 9,148,935
28.	Total Expenses	92.8%	94.8%	88.3-99.8%	$54,902,732

Expenses by Function: Respondents: 53

30.	Exec. & Admin.	42.9%	44.4%	29.2-53.8%	$ 8,062,335
31.	Membership	5.8	2.8	0.3-8.6	$ 1,119,465
32.	Public Relations	6.2	3.0	0.0-8.8	$ 1,165,544
33.	Govt. Relations	3.1	0.1	0.0-2.4	$ 597,200
34.	Publications	13.3	10.8	4.5-17.6	$ 2,522,894
35.	Conv. & Meetings	12.4	8.7	5.5-19.2	$ 2,380,834
36.	Educational Programs	5.8	1.9	0.0-9.7	$ 1,078,776
37.	Cert./Accred./Std.	2.1	0.0	0.0-0.0	$ 420,415
38.	Other Programs	4.2	0.2	0.0-5.9	$ 713,908
39.	Total Expenses	95.8%	95.2%	91.9-99.9%	$18,061,371

Number of Persons on Staff

Professional Staff	3.9	3.0	2.0-5.0
Clerical Staff	4.6	4.0	3.0-5.0
Total Staff	8.5	7.0	6.0-11.0
Personnel Costs Per Staff Member	$17,994	$16,417	$13,107-$20,539

Table **26**

Geographical Scope: **All**
Membership Type: **All**
Budget Group: **All Assoc. with Budgets between $500,000 and $999,999**

Income: Respondents: 138

	Average	Median	Midrange	Total Dollars
1. Dues - Regular	47.9%	43.9%	27.1-72.6%	$45,841,961
2. Dues - Associates	4.9	0.6	0.0-6.4	$ 5,007,164
3. Special Payments	2.4	0.0	0.0-0.3	$ 2,202,440
4. Educational Programs	5.0	0.7	0.0-5.6	$ 4,969,741
5. Cert./Accred./Std.	0.9	0.0	0.0-0.0	$ 986,286
6. Meetings & Conv.	7.9	4.2	0.0-11.7	$ 7,439,295
7. Exhibits	5.4	0.0	0.0-2.9	$ 5,042,864
8. Publications	4.8	0.6	0.0-5.5	$ 4,785,218
9. Pubs./Subs.	3.2	0.1	0.0-2.8	$ 3,019,415
10. Pubs./Other Sales	2.8	0.3	0.0-2.9	$ 2,679,010
11. Insurance Programs	2.0	0.0	0.0-0.3	$ 1,846,233
12. Grants & Cont.	3.0	0.0	0.0-0.0	$ 2,962,609
13. Investments	3.4	2.2	1.0-3.9	$ 3,287,600
14. Other	6.4	1.4	0.1-5.9	$ 5,887,966
15. Total Income	100.0%	100.0%	100.0-100.0%	$95,957,802

Expenses by Object: Respondents: 127

20. Personnel	38.0%	35.9%	27.0-48.1%	$33,250,334
21. Travel	6.5	5.8	2.8-9.0	$ 5,786,214
22. Occupancy	5.5	4.4	3.0-6.3	$ 4,841,254
23. Communication	15.6	12.0	7.4-19.6	$13,937,641
24. Data Processing	1.3	0.2	0.0-1.5	$ 1,148,678
25. Equip. & Supplies	3.9	3.2	2.0-4.9	$ 3,445,630
26. Services & Fees	10.3	6.7	3.3-12.8	$ 9,261,068
27. Other	13.3	9.5	3.3-18.5	$11,693,116
28. Total Expenses	94.4%	95.7%	89.3-100.0%	$83,363,935

Expenses by Function: Respondents: 51

30. Exec. & Admin.	35.7%	33.4%	22.9-45.3%	$13,050,759
31. Membership	7.4	3.4	0.4-10.9	$ 2,723,128
32. Public Relations	4.9	1.3	0.0-5.8	$ 1,981,664
33. Govt. Relations	3.1	0.4	0.0-5.0	$ 1,199,238
34. Publications	12.4	8.5	3.9-16.3	$ 4,509,742
35. Conv. & Meetings	11.7	10.1	4.4-15.5	$ 4,375,167
36. Educational Programs	8.2	5.9	0.0-12.7	$ 3,057,132
37. Cert./Accred./Std.	3.7	0.0	0.0-2.6	$ 1,480,157
38. Other Programs	7.8	2.6	0.0-8.0	$ 2,866,337
39. Total Expenses	94.9%	97.1%	87.0-101.0%	$35,243,324

Number of Persons on Staff

Professional Staff	6.9	6.0	4.0-9.0
Clerical Staff	9.3	8.0	5.0-12.0
Total Staff	16.2	15.0	11.0-20.0
Personnel Costs Per Staff Member	$17,164	$16,764	$13,584-$20,091

Table **27**

Geographical Scope: **All**
Membership Type: **All**
Budget Group: **All Assoc. with Budgets $1,000,000 and over**

Income: Respondents: 171

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	45.2%	42.3%	20.4-67.2%	$239,636,032
2.	Dues - Associates	3.1	0.1	0.0-1.9	$ 17,401,407
3.	Special Payments	1.1	0.0	0.0-0.0	$ 16,789,042
4.	Educational Programs	5.1	0.5	0.0-5.7	$ 24,316,949
5.	Cert./Accred./Std.	1.5	0.0	0.0-0.0	$ 5,599,575
6.	Meetings & Conv.	4.2	1.3	0.0-5.9	$ 17,341,561
7.	Exhibits	4.8	0.0	0.0-3.5	$ 19,469,157
8.	Publications	5.5	0.7	0.0-7.5	$ 38,590,453
9.	Pubs./Subs.	4.6	0.6	0.0-4.6	$ 30,230,965
10.	Pubs./Other Sales	5.7	1.5	0.0-5.9	$ 35,875,584
11.	Insurance Programs	1.4	0.0	0.0-0.0	$ 6,833,711
12.	Grants & Cont.	5.7	0.0	0.0-2.8	$ 58,539,445
13.	Investments	2.8	2.2	1.8-3.7	$ 15,747,645
14.	Other	9.3	2.2	0.4-7.2	$ 39,921,642
15.	Total Income	100.0%	100.0%	100.0-100.0%	$566,293,168

Expenses by Object: Respondents: 159

20.	Personnel	37.6%	36.6%	29.7-43.9%	$196,907,354
21.	Travel	7.1	5.9	3.3-9.7	$ 34,455,983
22.	Occupancy	4.9	3.9	2.8-5.6	$ 25,331,694
23.	Communication	15.2	12.3	7.8-21.0	$ 80,390,801
24.	Data Processing	1.6	1.1	0.3-2.2	$ 8,830,861
25.	Equip. & Supplies	3.5	2.6	1.6-3.7	$ 15,892,725
26.	Services & Fees	9.8	6.4	2.7-12.8	$ 52,295,618
27.	Other	15.5	9.8	3.7-22.8	$ 86,039,400
28.	Total Expenses	95.2%	96.1%	91.3-99.8%	$500,144,436

Expenses by Function: Respondents: 96

30.	Exec. & Admin.	28.5%	25.9%	17.6-37.2%	$ 84,944,587
31.	Membership	8.3	4.6	2.3-10.5	$ 30,170,067
32.	Public Relations	6.0	2.8	0.1-6.4	$ 29,368,134
33.	Govt. Relations	4.0	1.5	0.0-6.3	$ 18,218,221
34.	Publications	20.1	16.1	8.0-29.5	$ 82,395,485
35.	Conv. & Meetings	8.6	6.1	2.7-13.4	$ 27,313,844
36.	Educational Programs	7.1	5.4	0.0-9.8	$ 27,446,662
37.	Cert./Accred./Std.	2.0	0.0	0.0-0.2	$ 12,601,225
38.	Other Programs	10.6	5.7	0.8-12.5	$ 48,172,241
39.	Total Expenses	95.2%	96.1%	92.0-100.0%	$360,630,466

Number of Persons on Staff

Professional Staff	33.6	18.0	10.0-33.0
Clerical Staff	41.8	24.0	14.0-48.0
Total Staff	75.4	44.0	29.0-75.0
Personnel Costs Per Staff Member	$22,843	$17,138	$14,446-$19,853

Table **28**

Geographical Scope: **National**
Membership Type: **All**
Budget Group: **Budgets less than $100,000**

Income: Respondents: 44

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	64.9%	66.6%	48.3-82.6%	$1,558,022
2.	Dues - Associates	4.0	0.0	0.0-6.1	$ 112,267
3.	Special Payments	2.0	0.0	0.0-0.0	$ 65,195
4.	Educational Programs	1.5	0.0	0.0-0.0	$ 54,755
5.	Cert./Accred./Std.	0.0	0.0	0.0-0.0	$ 160
6.	Meetings & Conv.	14.9	11.8	0.6-22.1	$ 355,881
7.	Exhibits	1.0	0.0	0.0-0.0	$ 32,825
8.	Publications	2.4	0.0	0.0-0.8	$ 72,254
9.	Pubs./Subs.	1.0	0.0	0.0-0.0	$ 32,924
10.	Pubs./Other Sales	1.5	0.0	0.0-2.6	$ 36,785
11.	Insurance Programs	0.0	0.0	0.0-0.0	$ 0
12.	Grants & Cont.	1.0	0.0	0.0-0.0	$ 30,000
13.	Investments	3.0	1.2	0.1-3.0	$ 87,727
14.	Other	2.8	0.0	0.0-2.1	$ 79,570
15.	Total Income	100.0%	100.0%	100.0-100.0%	$2,518,365

Expenses by Object: Respondents: 38

20.	Personnel	33.2%	32.1%	30.6-49.5%	$ 775,233
21.	Travel	6.1	4.7	3.2-6.7	$ 149,109
22.	Occupancy	2.8	2.2	0.0-4.5	$ 68,809
23.	Communication	15.9	12.7	9.0-18.3	$ 388,872
24.	Data Processing	0.6	0.0	0.0-0.4	$ 11,883
25.	Equip. & Supplies	2.6	1.7	0.4-4.5	$ 63,303
26.	Services & Fees	12.6	6.7	1.4-16.0	$ 232,578
27.	Other	17.9	13.4	5.9-27.0	$ 423,217
28.	Total Expenses	91.7%	92.4%	84.6-98.8%	$2,113,004

Expenses by Function: Respondents: 19

30.	Exec. & Admin.	46.3%	42.5%	28.1-65.7%	$ 471,172
31.	Membership	5.1	2.5	0.8-5.2	$ 57,239
32.	Public Relations	6.1	1.2	0.0-9.5	$ 61,861
33.	Govt. Relations	1.6	0.0	0.0-1.2	$ 17,361
34.	Publications	8.6	7.6	2.6-10.7	$ 100,436
35.	Conv. & Meetings	18.0	18.8	6.0-28.1	$ 157,979
36.	Educational Programs	2.3	0.0	0.0-0.0	$ 39,117
37.	Cert./Accred./Std.	0.3	0.0	0.0-0.0	$ 1,500
38.	Other Programs	3.1	0.0	0.0-5.5	$ 30,532
39.	Total Expenses	91.4%	92.7%	82.8-99.6%	$ 937,197

Number of Persons on Staff

Professional Staff	5.3	1.0	1.0-3.0
Clerical Staff	7.3	1.0	1.0-3.8
Total Staff	12.6	2.0	2.0-6.0
Personnel Costs Per Staff Member	$11,717	$11,382	$5,362-$16,606

Table 29

Geographical Scope: **National**
Membership Type: **All**
Budget Group: **Assoc. with Budgets between $100,000 and $249,999**

Income: Respondents: 93

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	53.9%	54.8%	38.7-70.1%	$ 8,869,330
2.	Dues - Associates	5.1	1.7	0.0-9.6	$ 826,968
3.	Special Payments	2.9	0.0	0.0-0.0	$ 461,567
4.	Educational Programs	3.4	0.0	0.0-2.7	$ 558,901
5.	Cert./Accred./Std.	0.5	0.0	0.0-0.0	$ 62,605
6.	Meetings & Conv.	11.0	5.7	0.0-15.2	$ 1,936,542
7.	Exhibits	3.0	0.0	0.0-0.0	$ 492,043
8.	Publications	3.5	0.0	0.0-1.9	$ 597,956
9.	Pubs./Subs.	3.2	0.0	0.0-0.4	$ 545,006
10.	Pubs./Other Sales	2.3	0.0	0.0-2.3	$ 376,013
11.	Insurance Programs	1.1	0.0	0.0-0.0	$ 194,362
12.	Grants & Cont.	1.2	0.0	0.0-0.0	$ 164,570
13.	Investments	2.7	1.7	0.7-4.0	$ 471,475
14.	Other	6.2	1.0	0.0-3.9	$ 985,503
15.	Total Income	100.0%	100.0%	100.0-100.0%	$16,542,841

Expenses by Object: Respondents: 87

20.	Personnel	37.8%	36.5%	30.5-42.8%	$ 5,806,095
21.	Travel	7.6	6.4	3.8-9.6	$ 1,197,935
22.	Occupancy	4.8	3.6	2.5-5.8	$ 747,616
23.	Communication	14.9	11.3	6.7-21.7	$ 2,298,052
24.	Data Processing	0.9	0.0	0.0-1.1	$ 148,907
25.	Equip. & Supplies	3.8	2.7	1.5-4.5	$ 582,929
26.	Services & Fees	8.9	5.0	1.6-13.0	$ 1,370,134
27.	Other	13.8	12.5	2.8-20.1	$ 2,200,431
28.	Total Expenses	92.5%	94.5%	86.9-99.8%	$14,352,099

Expenses by Function: Respondents: 25

30.	Exec. & Admin.	44.5%	45.3%	27.9-57.3%	$ 1,921,969
31.	Membership	5.5	2.8	0.4-7.9	$ 239,032
32.	Public Relations	4.4	0.7	0.0-6.3	$ 184,986
33.	Govt. Relations	4.8	0.0	0.0-1.8	$ 208,631
34.	Publications	12.4	7.5	2.5-22.0	$ 548,598
35.	Conv. & Meetings	12.1	10.8	4.3-16.0	$ 569,196
36.	Educational Programs	3.1	0.0	0.0-2.4	$ 148,252
37.	Cert./Accred./Std.	0.9	0.0	0.0-0.0	$ 33,000
38.	Other Programs	7.0	2.9	0.0-9.7	$ 317,474
39.	Total Expenses	94.7%	94.3%	89.3-98.9%	$ 4,171,138

Number of Persons on Staff

Professional Staff	2.0	2.0	1.0-2.0
Clerical Staff	2.4	2.0	1.0-3.0
Total Staff	4.4	4.0	3.0-5.0
Personnel Costs Per Staff Member	$17,078	$15,900	$11,788-$20,200

Table **30**

Geographical Scope: **National**
Membership Type: **All**
Budget Group: **Assoc. with Budgets between $250,000 and $499,999**

Income: Respondents: 89

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	45.6%	45.8%	21.4-64.3%	$14,736,161
2.	Dues - Associates	6.3	2.2	0.0-9.2	$ 2,071,632
3.	Special Payments	2.9	0.0	0.0-1.7	$ 922,917
4.	Educational Programs	3.6	0.0	0.0-3.9	$ 1,143,931
5.	Cert./Accred./Std.	2.2	0.0	0.0-0.0	$ 774,315
6.	Meetings & Conv.	10.0	6.6	0.0-15.4	$ 3,103,339
7.	Exhibits	5.6	0.0	0.0-3.7	$ 1,838,995
8.	Publications	4.1	0.0	0.0-3.2	$ 1,310,179
9.	Pubs./Subs.	4.0	0.0	0.0-1.9	$ 1,283,498
10.	Pubs./Other Sales	2.7	1.0	0.0-3.1	$ 920,181
11.	Insurance Programs	0.7	0.0	0.0-0.0	$ 206,054
12.	Grants & Cont.	2.3	0.0	0.0-0.0	$ 828,298
13.	Investments	2.9	1.8	0.8-3.2	$ 956,401
14.	Other	7.1	1.6	0.2-6.4	$ 2,334,860
15.	Total Income	100.0%	100.0%	100.0-100.0%	$32,430,761

Expenses by Object: Respondents: 82

20.	Personnel	35.0%	34.0%	26.0-41.7%	$10,631,585
21.	Travel	6.6	5.8	2.9-8.4	$ 2,027,000
22.	Occupancy	4.4	3.6	2.7-5.1	$ 1,341,215
23.	Communication	16.0	11.0	7.0-24.9	$ 4,824,026
24.	Data Processing	1.3	0.0	0.0-1.6	$ 342,811
25.	Equip. & Supplies	3.3	2.8	1.8-4.3	$ 993,940
26.	Services & Fees	11.0	7.0	2.1-15.6	$ 3,326,305
27.	Other	16.7	13.3	5.1-25.6	$ 5,031,139
28.	Total Expenses	94.3%	95.9%	89.9-101.1%	$28,518,021

Expenses by Function: Respondents: 31

30.	Exec. & Admin.	43.9%	43.7%	29.9-53.7%	$ 4,854,073
31.	Membership	4.9	2.6	0.2-9.1	$ 553,819
32.	Public Relations	6.1	1.2	0.0-6.5	$ 678,799
33.	Govt. Relations	2.1	0.0	0.0-1.7	$ 226,982
34.	Publications	15.9	13.1	6.0-24.3	$ 1,832,222
35.	Conv. & Meetings	13.4	8.7	5.3-22.3	$ 1,473,036
36.	Educational Programs	2.5	0.3	0.0-3.2	$ 282,061
37.	Cert./Accred./Std.	3.3	0.0	0.0-0.4	$ 392,256
38.	Other Programs	3.3	0.1	0.0-5.4	$ 351,693
39.	Total Expenses	95.4%	95.6%	90.1-101.4%	$10,644,941

Number of Persons on Staff

Professional Staff	3.6	3.0	2.0-4.0
Clerical Staff	4.2	4.0	3.0-5.7
Total Staff	7.8	7.0	5.0-10.0
Personnel Costs Per Staff Member	$19,645	$16,854	$13,179-$20,906

Table 31

Geographical Scope: **National**
Membership Type: **All**
Budget Group: **Assoc. with Budgets between $500,000 and $999,999**

Income: Respondents: 95

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	49.3%	44.1%	27.6-75.2%	$32,784,909
2.	Dues - Associates	4.7	0.9	0.0-6.7	$ 3,238,236
3.	Special Payments	1.5	0.0	0.0-0.1	$ 853,207
4.	Educational Programs	3.7	0.1	0.0-4.0	$ 2,460,476
5.	Cert./Accred./Std.	1.1	0.0	0.0-0.0	$ 791,751
6.	Meetings & Conv.	9.4	6.1	0.0-13.9	$ 6,198,288
7.	Exhibits	6.6	0.0	0.0-5.6	$ 4,302,524
8.	Publications	5.7	0.5	0.0-6.1	$ 3,955,041
9.	Pubs./Subs.	3.4	0.1	0.0-3.8	$ 2,325,735
10.	Pubs./Other Sales	3.4	0.8	0.0-3.6	$ 2,267,380
11.	Insurance Programs	1.4	0.0	0.0-0.0	$ 907,135
12.	Grants & Cont.	2.5	0.0	0.0-0.0	$ 1,666,614
13.	Investments	3.1	2.0	1.0-3.9	$ 2,039,524
14.	Other	4.2	1.2	0.1-4.7	$ 2,699,957
15.	Total Income	100.0%	100.0%	100.0-100.0%	$66,490,777

Expenses by Object: Respondents: 88

20.	Personnel	36.6%	34.1%	26.8-43.9%	$21,979,925
21.	Travel	6.9	6.5	3.2-9.2	$ 4,266,749
22.	Occupancy	4.7	3.7	2.4-5.4	$ 2,844,890
23.	Communication	17.0	12.9	7.4-23.5	$10,561,682
24.	Data Processing	1.1	0.2	0.0-1.4	$ 665,667
25.	Equip. & Supplies	3.7	2.9	2.0-4.8	$ 2,288,622
26.	Services & Fees	10.4	6.7	3.1-12.6	$ 6,476,707
27.	Other	13.1	8.4	2.8-18.2	$ 7,989,183
28.	Total Expenses	93.5%	95.1%	87.8-100.0%	$57,073,425

Expenses by Function: Respondents: 34

30.	Exec. & Admin.	36.6%	34.3%	22.8-46.5%	$ 8,847,402
31.	Membership	7.4	4.7	1.1-11.2	$ 1,842,678
32.	Public Relations	4.0	1.0	0.0-5.0	$ 1,010,246
33.	Govt. Relations	2.9	0.0	0.0-5.1	$ 730,187
34.	Publications	13.3	10.0	5.8-17.6	$ 3,318,073
35.	Conv. & Meetings	13.8	11.5	5.5-17.3	$ 3,432,833
36.	Educational Programs	7.9	5.8	0.0-11.3	$ 1,901,640
37.	Cert./Accred./Std.	5.4	0.0	0.0-4.4	$ 1,421,783
38.	Other Programs	4.0	0.8	0.0-6.9	$ 1,041,677
39.	Total Expenses	95.3%	96.9%	89.9-100.8%	$23,546,519

Number of Persons on Staff

Professional Staff	6.3	6.0	4.0-8.0
Clerical Staff	8.8	7.0	5.0-11.0
Total Staff	15.1%	14.0	10.5-19.0
Personnel Costs Per Staff Member	$17,720	$17,825	$14,267-$20,504

Table 32

Geographical Scope: **National**
Membership Type: **All**
Budget Group: **Assoc. with Budgets $1,000,000 and over**

Income: Respondents: 134

	Average	Median	Midrange	Total Dollars
1. Dues - Regular	44.3%	41.4%	20.4-67.0%	$207,968,246
2. Dues - Associates	3.6	0.2	0.0-2.8	$ 16,625,233
3. Special Payments	1.4	0.0	0.0-0.4	$ 16,645,560
4. Educational Programs	5.0	0.7	0.0-6.8	$ 19,566,660
5. Cert./Accred./Std.	1.9	0.0	0.0-0.0	$ 5,568,809
6. Meetings & Conv.	4.9	2.8	0.0-7.6	$ 16,242,508
7. Exhibits	5.8	0.2	0.0-4.0	$ 18,604,053
8. Publications	6.2	0.9	0.0-8.1	$ 36,312,149
9. Pubs./Subs.	4.5	0.6	0.0-4.7	$ 26,184,669
10. Pubs./Other Sales	6.8	2.5	0.2-7.8	$ 34,831,559
11. Insurance Programs	1.4	0.0	0.0-0.0	$ 5,744,300
12. Grants & Cont.	4.7	0.0	0.0-2.7	$ 43,309,322
13. Investments	2.8	2.2	1.1-3.6	$ 13,640,947
14. Other	6.7	1.6	0.3-6.1	$ 27,646,117
15. Total Income	100.0%	100.0%	100.0-100.0%	$488,890,132

Expenses by Object: Respondents: 125

20. Personnel	35.7%	34.9%	28.4-41.8%	$164,771,791
21. Travel	7.0	5.9	3.3-9.5	$ 29,729,418
22. Occupancy	4.8	3.7	2.7-5.4	$ 21,914,822
23. Communication	16.0	13.5	7.6-23.0	$ 72,472,541
24. Data Processing	1.6	1.1	0.4-2.2	$ 7,634,857
25. Equip. & Supplies	3.6	2.6	1.5-3.8	$ 14,057,210
26. Services & Fees	10.0	6.5	2.8-13.2	$ 43,875,832
27. Other	16.2	9.6	3.7-23.3	$ 76,152,349
28. Total Expenses	94.9%	96.1%	90.7-99.8%	$430,608,820

Expenses by Function: Respondents: 80

30. Exec. & Admin.	28.3%	25.3%	17.6-37.0%	$ 74,502,246
31. Membership	7.6	4.6	2.3-10.3	$ 26,581,397
32. Public Relations	5.7	2.3	0.1-6.4	$ 27,313,901
33. Govt. Relations	3.8	0.7	0.0-5.9	$ 16,567,071
34. Publications	21.3	16.9	8.4-32.4	$ 78,350,759
35. Conv. & Meetings	9.0	6.3	2.7-14.1	$ 25,049,803
36. Educational Programs	6.7	5.1	0.0-9.7	$ 24,016,319
37. Cert./Accred./Std.	2.3	0.0	0.0-0.5	$ 12,501,934
38. Other Programs	10.0	5.6	0.8-12.4	$ 36,214,120
39. Total Expenses	94.7%	96.1%	91.2-99.9%	$321,097,550

Number of Persons on Staff

Professional Staff	36.2	15.5	10.0-34.0
Clerical Staff	42.5	22.0	14.0-47.8
Total Staff	78.7	41.5	26.8-77.8
Personnel Costs Per Staff Member	$24,846	$17,266	$14,650-$20,974

Table 33

Geographical Scope: **Regional, State and Local Assoc.**
Membership Type: **All**
Budget Group: **Less than $100,000**

Income: Respondents: 118

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	58.8%	61.8%	43.2-77.4%	$4,666,543
2.	Dues - Associates	4.6	1.1	0.0-5.4	$ 317,464
3.	Special Payments	2.9	0.0	0.0-0.0	$ 223,550
4.	Educational Programs	4.3	0.0	0.0-4.6	$ 331,176
5.	Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 3,558
6.	Meetings & Conv.	7.5	3.6	0.0-12.6	$ 563,878
7.	Exhibits	3.9	0.0	0.0-1.4	$ 286,326
8.	Publications	2.5	0.0	0.0-2.1	$ 203,052
9.	Pubs./Subs.	0.3	0.0	0.0-0.0	$ 21,185
10.	Pubs./Other Sales	0.6	0.0	0.0-0.0	$ 50,323
11.	Insurance Programs	4.1	0.0	0.0-2.2	$ 346,648
12.	Grants & Cont.	1.6	0.0	0.0-0.0	$ 121,783
13.	Investments	2.7	1.8	0.3-3.7	$ 226,331
14.	Other	6.1	1.2	0.0-6.5	$ 457,349
15.	Total Income	100.0%	100.0%	100.0-100.0%	$7,819,166

Expenses by Object: Respondents: 112

20.	Personnel	47.9%	48.2%	36.4-49.0%	$3,522,825
21.	Travel	7.4	6.6	3.1-10.3	$ 555,123
22.	Occupancy	4.5	3.9	2.9-5.3	$ 346,434
23.	Communication	11.1	9.4	6.8-13.9	$ 826,427
24.	Data Processing	0.3	0.0	0.0-0.0	$ 26,655
25.	Equip. & Supplies	3.8	3.0	1.5-5.2	$ 303,334
26.	Services & Fees	6.0	2.7	1.3-7.4	$ 492,568
27.	Other	12.3	5.6	0.5-19.4	$ 889,895
28.	Total Expenses	93.3%	95.0%	85.9-100.0%	$6,963,261

Expenses by Function: Respondents: 27

30.	Exec. & Admin.	58.1%	59.5%	42.7-72.8%	$1,082,728
31.	Membership	4.4	2.4	0.0-7.5	$ 78,271
32.	Public Relations	3.5	1.9	0.0-5.2	$ 59,466
33.	Govt. Relations	4.9	2.3	0.0-7.0	$ 103,208
34.	Publications	7.2	7.0	2.6-9.4	$ 128,408
35.	Conv. & Meetings	12.0	7.1	5.2-13.8	$ 221,914
36.	Educational Programs	3.8	0.2	0.0-4.1	$ 74,999
37.	Cert./Accred./Std.	0.3	0.0	0.0-0.0	$ 5,114
38.	Other Programs	3.4	0.0	0.0-6.3	$ 67,435
39.	Total Expenses	97.6%	97.5%	87.5-100.7%	$1,821,543

Number of Persons on Staff

Professional Staff	1.8	1.0	1.0-1.0
Clerical Staff	1.9	1.0	1.0-2.0
Total Staff	3.7	2.0	2.0-3.0
Personnel Costs Per Staff Member	$14,293	$13,991	$11,063-$17,790

Table **34**

Geographical Scope: **Regional, State and Local Assoc.**
Membership Type: **All**
Budget Group: **Between $100,000 and $249,999**

Income: Respondents: 194

	Average	Median	Midrange	Total Dollars
1. Dues - Regular	54.9%	55.7%	39.1-73.4%	$17,036,369
2. Dues - Associates	4.5	1.1	0.0-5.5	$ 1,517,766
3. Special Payments	4.1	0.0	0.0-0.4	$ 1,384,232
4. Educational Programs	5.6	0.9	0.0-6.0	$ 1,857,720
5. Cert./Accred./Std.	0.0	0.0	0.0-0.0	$ 6,075
6. Meetings & Conv.	5.5	3.0	0.0-9.3	$ 1,732,411
7. Exhibits	2.7	0.0	0.0-0.7	$ 868,101
8. Publications	2.6	0.0	0.0-3.0	$ 792,923
9. Pubs./Subs.	0.9	0.0	0.0-0.0	$ 285,190
10. Pubs./Other Sales	0.8	0.0	0.0-0.0	$ 263,740
11. Insurance Programs	4.0	0.0	0.0-1.8	$ 1,179,319
12. Grants & Cont.	1.8	0.0	0.0-0.0	$ 515,022
13. Investments	3.6	2.4	1.1-4.3	$ 1,190,851
14. Other	9.0	2.2	0.0-10.0	$ 2,976,302
15. Total Income	100.0%	100.0%	100.0-100.0%	$31,606,021

Expenses by Object: Respondents: 180

20. Personnel	40.3%	39.8%	31.4-50.1%	$11,703,554
21. Travel	6.8	5.7	3.2-9.2	$ 1,964,194
22. Occupancy	6.2	4.2	3.2-6.5	$ 1,802,317
23. Communication	10.8	9.0	6.2-13.5	$ 3,177,074
24. Data Processing	0.4	0.0	0.0-0.0	$ 129,871
25. Equip. & Supplies	4.2	3.1	1.7-5.0	$ 1,237,765
26. Services & Fees	8.2	4.7	2.3-11.0	$ 2,434,948
27. Other	13.5	9.8	2.7-20.5	$ 4,068,894
28. Total Expenses	90.4%	93.4%	84.5-100.0%	$26,518,617

Expenses by Function: Respondents: 48

30. Exec. & Admin.	53.9%	53.5%	38.8-66.3%	$ 4,132,118
31. Membership	7.0	2.7	0.1-12.6	$ 572,001
32. Public Relations	4.9	2.4	0.4-5.2	$ 402,817
33. Govt. Relations	4.1	1.4	0.0-5.3	$ 293,542
34. Publications	6.0	5.1	1.8-8.4	$ 484,791
35. Conv. & Meetings	5.9	4.2	1.5-9.6	$ 466,892
36. Educational Programs	4.9	1.6	0.0-8.7	$ 392,483
37. Cert./Accred./Std.	0.0	0.0	0.0-0.0	$ 772
38. Other Programs	7.5	0.9	0.0-11.8	$ 622,234
39. Total Expenses	94.2%	95.1%	88.8-100.0%	$ 7,367,640

Number of Persons on Staff

Professional Staff	2.1	2.0	1.0-3.0
Clerical Staff	2.5	2.0	1.0-3.0
Total Staff	4.6	4.0	3.0-5.0
Personnel Costs Per Staff Member	$15,688	$15,320	$12,488-$18,082

Table 35

Geographical Scope: **Regional, State and Local Assoc.**
Membership Type: **All**
Budget Group: **Between $250,000 and $499,999**

Income: Respondents: 89

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	56.6%	56.9%	35.3-78.2%	$17,815,334
2.	Dues - Associates	2.8	0.4	0.0-2.2	$ 791,917
3.	Special Payments	5.0	0.0	0.0-0.0	$ 1,650,514
4.	Educational Programs	8.2	1.4	0.0-8.3	$ 2,657,286
5.	Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 17,993
6.	Meetings & Conv.	5.3	1.1	0.0-7.9	$ 1,703,351
7.	Exhibits	2.0	0.0	0.0-0.7	$ 607,829
8.	Publications	2.7	0.4	0.0-4.5	$ 814,936
9.	Pubs./Subs.	1.7	0.0	0.0-0.4	$ 581,938
10.	Pubs./Other Sales	1.7	0.0	0.0-0.5	$ 542,705
11.	Insurance Programs	3.9	0.0	0.0-1.8	$ 1,113,577
12.	Grants & Cont.	1.2	0.0	0.0-0.0	$ 395,294
13.	Investments	3.5	3.0	1.0-4.9	$ 1,102,039
14.	Other	5.3	0.9	0.0-5.2	$ 1,603,782
15.	Total Income	100.0%	100.0%	100.0-100.0%	$31,398,495

Expenses by Object: Respondents: 82

20.	Personnel	40.4%	39.2%	28.2-51.0%	$11,690,941
21.	Travel	6.4	5.1	3.0-8.4	$ 1,857,368
22.	Occupancy	5.3	4.2	2.8-6.2	$ 1,570,155
23.	Communication	11.1	10.1	6.4-12.7	$ 3,119,889
24.	Data Processing	0.9	0.0	0.0-0.7	$ 292,443
25.	Equip. & Supplies	4.0	2.8	1.5-4.6	$ 1,163,375
26.	Services & Fees	8.7	5.8	2.0-12.3	$ 2,572,744
27.	Other	14.5	9.2	1.5-21.8	$ 4,117,796
28.	Total Expenses	91.3%	93.4%	88.1-99.1%	$26,384,711

Expenses by Function: Respondents: 22

30.	Exec. & Admin.	41.5%	46.9%	27.7-54.3%	$ 3,208,262
31.	Membership	7.2	4.4	0.6-7.9	$ 565,646
32.	Public Relations	6.4	4.6	2.4-10.2	$ 486,745
33.	Govt. Relations	4.4	0.7	0.0-3.9	$ 370,218
34.	Publications	9.6	7.7	3.9-13.1	$ 690,672
35.	Conv. & Meetings	11.1	7.8	5.2-17.1	$ 907,798
36.	Educational Programs	10.5	9.0	1.2-15.7	$ 796,715
37.	Cert./Accred./Std.	0.4	0.0	0.0-0.0	$ 28,159
38.	Other Programs	5.4	1.1	0.0-8.4	$ 362,215
39.	Total Expenses	96.5%	95.0%	92.6-99.8%	$ 7,416,430

Number of Persons on Staff

Professional Staff	4.3	4.0	2.0-6.0
Clerical Staff	4.9	4.0	3.0-5.0
Total Staff	9.2	8.0	6.0-11.0
Personnel Costs Per Staff Member	$16,322	$15,268	$12,929-$19,465

Table 36

Geographical Scope: **Regional, State and Local Assoc.**
Membership Type: **All**
Budget Group: **Between $500,000 and $999,999**

Income: Respondents: 43

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	44.8%	42.5%	23.4-65.0%	$13,057,052
2.	Dues - Associates	5.3	0.5	0.0-4.6	$ 1,768,928
3.	Special Payments	4.2	0.0	0.0-2.9	$ 1,349,233
4.	Educational Programs	7.9	1.8	0.0-10.8	$ 2,509,265
5.	Cert./Accred./Std.	0.5	0.0	0.0-0.0	$ 194,535
6.	Meetings & Conv.	4.6	1.2	0.0-5.3	$ 1,241,007
7.	Exhibits	2.8	0.0	0.0-1.6	$ 740,340
8.	Publications	2.7	0.7	0.0-4.9	$ 830,177
9.	Pubs./Subs.	2.8	0.1	0.0-1.5	$ 693,680
10.	Pubs./Other Sales	1.5	0.1	0.0-0.7	$ 411,630
11.	Insurance Programs	3.3	0.1	0.0-4.0	$ 939,098
12.	Grants & Cont.	4.2	0.0	0.0-4.0	$ 1,295,995
13.	Investments	4.0	2.3	1.3-4.0	$ 1,248,076
14.	Other	11.4	3.5	0.2-8.3	$ 3,188,009
15.	Total Income	100.0%	100.0%	100.0-100.0%	$29,467,025

Expenses by Object: Respondents: 39

20.	Personnel	41.0%	39.9%	27.6-55.2%	$11,270,409
21.	Travel	5.6	4.0	1.7-8.3	$ 1,519,465
22.	Occupancy	7.2	5.2	4.3-8.3	$ 1,996,364
23.	Communication	12.2	10.6	7.5-16.9	$ 3,375,959
24.	Data Processing	1.8	0.5	0.0-1.7	$ 483,011
25.	Equip. & Supplies	4.4	3.9	1.9-5.2	$ 1,157,008
26.	Services & Fees	10.3	7.0	3.5-12.9	$ 2,784,361
27.	Other	13.9	11.0	3.7-21.6	$ 3,703,933
28.	Total Expenses	96.4%	96.8%	91.0-100.1%	$26,290,510

Expenses by Function: Respondents: 17

30.	Exec. & Admin.	34.0%	28.9%	22.6-44.3%	$ 4,203,357
31.	Membership	7.5	1.1	0.0-6.1	$ 880,450
32.	Public Relations	6.7	2.7	0.1-7.1	$ 971,418
33.	Govt. Relations	3.6	1.8	0.0-5.0	$ 469,051
34.	Publications	10.6	8.2	1.1-12.4	$ 1,191,669
35.	Conv. & Meetings	7.4	4.5	2.5-9.6	$ 942,334
36.	Educational Programs	8.8	5.9	0.3-16.7	$ 1,155,492
37.	Cert./Accred./Std.	0.4	0.0	0.0-0.1	$ 58,374
38.	Other Programs	15.3	5.9	1.4-23.5	$ 1,824,660
39.	Total Expenses	94.3%	98.1%	86.4-102.5%	$11,696,805

Number of Persons on Staff

Professional Staff	8.2	7.0	4.0-10.0
Clerical Staff	10.5	10.0	6.0-14.0
Total Staff	18.7	15.0	12.0-23.0
Personnel Costs Per Staff Member	$15,937	$14,773	$12,129-$18,049

Table 37

Geographical Scope: **Regional, State and Local Assoc.**
Membership Type: **All**
Budget Group: **$1,000,000 and over**

Income: Respondents: 37

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	48.0%	49.3%	21.6-82.0%	$31,667,786
2.	Dues - Associates	1.2	0.0	0.0-0.9	$ 776,174
3.	Special Payments	0.2	0.0	0.0-0.0	$ 143,482
4.	Educational Programs	5.6	0.1	0.0-4.4	$ 4,750,289
5.	Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 30,766
6.	Meetings & Conv.	1.7	0.0	0.0-2.0	$ 1,099,053
7.	Exhibits	1.1	0.0	0.0-0.3	$ 865,104
8.	Publications	3.1	0.2	0.0-4.6	$ 2,278,304
9.	Pubs./Subs.	4.5	0.3	0.0-2.2	$ 4,046,296
10.	Pubs./Other Sales	1.5	0.0	0.0-0.8	$ 1,044,025
11.	Insurance Programs	1.5	0.0	0.0-0.2	$ 1,089,411
12.	Grants & Cont.	9.4	0.0	0.0-3.8	$15,230,123
13.	Investments	3.0	2.0	0.7-4.9	$ 2,106,698
14.	Other	19.1	4.8	0.8-16.5	$12,275,525
15.	Total Income	100.0%	100.0%	100.0-100.0%	$77,403,036

Expenses by Object: Respondents: 34

20.	Personnel	44.3%	42.4%	37.4-50.1%	$32,135,563
21.	Travel	7.4	5.8	3.6-11.8	$ 4,726,565
22.	Occupancy	5.2	4.6	3.1-6.8	$ 3,416,872
23.	Communication	12.3	11.7	8.2-15.1	$ 7,918,260
24.	Data Processing	1.9	0.7	0.0-1.9	$ 1,196,004
25.	Equip. & Supplies	2.9	2.4	1.7-3.4	$ 1,835,515
26.	Services & Fees	8.7	5.9	2.3-11.2	$ 8,419,786
27.	Other	13.3	10.8	3.1-19.6	$ 9,887,051
28.	Total Expenses	96.0%	98.0%	92.0-100.0%	$69,535,616

Expenses by Function: Respondents: 16

30.	Exec. & Admin.	29.8%	27.8%	18.4-39.6%	$10,442,341
31.	Membership	11.3	4.9	2.3-21.7	$ 3,588,670
32.	Public Relations	7.0	5.2	0.5-6.5	$ 2,054,233
33.	Govt. Relations	5.1	3.8	2.2-8.5	$ 1,651,150
34.	Publications	13.7	11.2	3.6-20.9	$ 4,044,726
35.	Conv. & Meetings	6.9	5.9	2.0-9.3	$ 2,264,041
36.	Educational Programs	9.4	6.0	2.3-12.2	$ 3,430,343
37.	Cert./Accred./Std.	0.5	0.0	0.0-0.0	$ 99,291
38.	Other Programs	13.9	7.7	0.1-16.9	$11,958,121
39.	Total Expenses	97.6%	96.9%	93.8-101.4%	$39,532,916

Number of Persons on Staff

Professional Staff	24.2	21.0	12.0-31.0
Clerical Staff	39.4	28.0	14.5-48.0
Total Staff	63.6	52.0	36.0-75.0
Personnel Costs Per Staff Member	$15,716	$16,318	$13,421-$17,568

Table 38

Geographical Scope: **All**
Membership Type: **Assoc. based primarily on Corporate Members**
Budget Group: **Less than $100,000**

Income: Respondents: 113

	Average	Median	Midrange	Total Dollars
1. Dues - Regular	64.2%	66.6%	48.4-82.8%	$4,574,923
2. Dues - Associates	5.2	1.8	0.0-6.7	$ 332,339
3. Special Payments	1.9	0.0	0.0-0.0	$ 154,027
4. Educational Programs	2.2	0.0	0.0-1.4	$ 172,886
5. Cert./Accred./Std.	0.0	0.0	0.0-0.0	$ 0
6. Meetings & Conv.	9.0	5.1	0.0-15.4	$ 573,322
7. Exhibits	1.6	0.0	0.0-0.0	$ 130,250
8. Publications	2.0	0.0	0.0-0.3	$ 163,955
9. Pubs./Subs.	0.3	0.0	0.0-0.0	$ 27,895
10. Pubs./Other Sales	0.9	0.0	0.0-0.0	$ 62,948
11. Insurance Programs	4.2	0.0	0.0-1.0	$ 335,627
12. Grants & Cont.	0.0	0.0	0.0-0.0	$ 500
13. Investments	3.2	2.0	0.4-3.7	$ 233,430
14. Other	5.3	0.5	0.0-4.5	$ 392,194
15. Total Income	100.0%	100.0%	100.0-100.0%	$7,154,296

Expenses by Object: Respondents: 106

20. Personnel	46.5%	48.6%	33.4-58.6%	$3,162,946
21. Travel	7.1	6.4	3.5-8.7	$ 493,453
22. Occupancy	4.3	4.0	2.4-5.4	$ 308,016
23. Communication	10.7	9.1	6.6-12.7	$ 721,025
24. Data Processing	0.2	0.0	0.0-0.0	$ 18,780
25. Equip. & Supplies	3.5	2.9	1.4-4.9	$ 255,313
26. Services & Fees	9.4	4.5	2.1-10.4	$ 618,327
27. Other	11.2	6.1	0.9-18.6	$ 739,464
28. Total Expenses	92.9%	93.9%	86.3-99.6%	$6,317,324

Expenses by Function: Respondents: 33

30. Exec. & Admin.	56.5%	59.4%	38.0-70.7%	$1,155,622
31. Membership	3.3	2.1	0.3-4.8	$ 58,078
32. Public Relations	5.4	2.3	0.0-6.3	$ 96,490
33. Govt. Relations	3.8	1.2	0.0-4.8	$ 87,053
34. Publications	5.6	4.1	1.7-7.9	$ 98,210
35. Conv. & Meetings	12.9	11.9	5.8-19.2	$ 219,926
36. Educational Programs	2.2	0.0	0.0-2.2	$ 62,858
37. Cert./Accred./Std.	0.3	0.0	0.0-0.0	$ 4,720
38. Other Programs	2.7	0.0	0.0-3.8	$ 55,454
39. Total Expenses	92.7%	94.1%	84.9-99.3%	$1,838,411

Number of Persons on Staff

Professional Staff	1.7	1.0	1.0-1.0
Clerical Staff	1.9	1.0	1.0-2.0
Total Staff	3.6	2.0	2.0-3.0
Personnel Costs Per Staff Member	$14,280	$14,940	$11,270-$18,062

Table 39

Geographical Scope: **All**
Membership Type: **Assoc. based primarily on Corporate Members**
Budget Group: **Between $100,000 and $249,999**

Income: Respondents: 189

	Average	Median	Midrange	Total Dollars
1. Dues - Regular	57.0%	56.1%	40.8-74.5%	$17,654,570
2. Dues - Associates	4.8	2.0	0.0-6.7	$ 1,540,032
3. Special Payments	3.0	0.0	0.0-0.0	$ 1,002,940
4. Educational Programs	4.2	0.0	0.0-4.0	$ 1,308,575
5. Cert./Accred./Std.	0.2	0.0	0.0-0.0	$ 44,078
6. Meetings & Conv.	7.1	3.8	0.0-11.6	$ 2,327,243
7. Exhibits	3.0	0.0	0.0-0.0	$ 972,309
8. Publications	2.3	0.0	0.0-1.8	$ 745,169
9. Pubs./Subs.	0.8	0.0	0.0-0.0	$ 226,015
10. Pubs./Other Sales	1.3	0.0	0.0-0.5	$ 426,199
11. Insurance Programs	4.2	0.0	0.0-1.9	$ 1,248,104
12. Grants & Cont.	2.0	0.0	0.0-0.0	$ 543,658
13. Investments	3.5	2.0	0.9-4.4	$ 1,158,317
14. Other	6.6	1.4	0.0-6.6	$ 2,105,618
15. Total Income	100.0%	100.0%	100.0-100.0%	$31,302,827

Expenses by Object: Respondents: 180

20. Personnel	42.2%	41.1%	34.5-51.4%	$12,490,448
21. Travel	7.2	6.1	3.3-9.4	$ 2,142,985
22. Occupancy	6.1	4.2	3.2-6.5	$ 1,809,451
23. Communication	10.2	8.4	6.0-12.6	$ 3,052,861
24. Data Processing	0.4	0.0	0.0-0.0	$ 146,991
25. Equip. & Supplies	3.9	2.9	1.6-4.6	$ 1,193,866
26. Services & Fees	9.0	5.7	2.0-13.3	$ 2,768,085
27. Other	12.1	9.5	1.9-19.2	$ 3,707,727
28. Total Expenses	91.1%	94.6%	86.7-99.8%	$27,312,414

Expenses by Function: Respondents: 46

30. Exec. & Admin.	55.3%	55.7%	37.8-68.0%	$ 4,079,923
31. Membership	5.2	1.2	0.0-7.6	$ 367,188
32. Public Relations	5.4	2.4	0.3-5.6	$ 415,348
33. Govt. Relations	4.8	1.6	0.0-5.7	$ 346,659
34. Publications	6.6	5.2	1.9-8.5	$ 501,424
35. Conv. & Meetings	7.1	5.0	1.7-12.1	$ 559,977
36. Educational Programs	3.7	1.0	0.0-6.7	$ 308,261
37. Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 12,000
38. Other Programs	6.8	2.0	0.0-9.5	$ 543,457
39. Total Expenses	95.0%	95.1%	89.7-100.0%	$ 7,134,237

Number of Persons on Staff

Professional Staff	2.1	2.0	1.0-3.0
Clerical Staff	2.2	2.0	1.0-3.0
Total Staff	4.3	4.0	3.0-5.0
Personnel Costs Per Staff Member	$17,466	$16,634	$13,402-$19,723

Table **40**

Geographical Scope: **All**
Membership Type: **Assoc. based primarily on Corporate Members**
Budget Group: **Between $250,000 and $499,999**

Income: Respondents: 126

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	53.5%	56.9%	32.5-76.1%	$24,282,734
2.	Dues - Associates	4.5	1.2	0.0-5.3	$ 2,066,716
3.	Special Payments	4.2	0.0	0.0-0.3	$ 1,967,700
4.	Educational Programs	4.4	0.5	0.0-4.3	$ 1,983,270
5.	Cert./Accred./Std.	0.7	0.0	0.0-0.0	$ 332,675
6.	Meetings & Conv.	8.1	3.6	0.0-12.8	$ 3,574,083
7.	Exhibits	4.3	0.0	0.0-1.1	$ 1,991,190
8.	Publications	3.3	0.0	0.0-2.6	$ 1,482,377
9.	Pubs./Subs.	1.3	0.0	0.0-0.2	$ 619,033
10.	Pubs./Other Sales	1.9	0.1	0.0-1.4	$ 850,483
11.	Insurance Programs	2.7	0.0	0.0-0.9	$ 1,087,295
12.	Grants & Cont.	1.7	0.0	0.0-0.0	$ 847,764
13.	Investments	3.0	2.1	0.9-3.9	$ 1,338,101
14.	Other	6.4	1.0	0.0-5.1	$ 2,931,999
15.	Total Income	100.0%	100.0%	100.0-100.0%	$45,355,420

Expenses by Object: Respondents: 116

20.	Personnel	39.8%	38.8%	30.6-48.8%	$16,797,386
21.	Travel	6.2	5.6	3.0-8.3	$ 2,638,062
22.	Occupancy	5.0	4.0	2.8-5.6	$ 2,141,437
23.	Communication	11.8	9.7	6.3-14.1	$ 4,963,086
24.	Data Processing	1.0	0.0	0.0-0.3	$ 418,025
25.	Equip. & Supplies	3.9	2.8	1.9-5.0	$ 1,629,535
26.	Services & Fees	11.1	7.5	2.3-16.3	$ 4,735,913
27.	Other	13.7	10.6	2.5-20.5	$ 5,719,132
28.	Total Expenses	92.5%	94.2%	88.6-99.7%	$39,042,576

Expenses by Function: Respondents: 34

30.	Exec. & Admin.	45.7%	47.8%	31.7-56.0%	$ 5,539,450
31.	Membership	5.4	1.8	0.0-7.3	$ 654,732
32.	Public Relations	8.2	4.9	0.0-11.3	$ 982,285
33.	Govt. Relations	3.6	0.1	0.0-3.4	$ 455,698
34.	Publications	9.8	7.6	3.6-13.7	$ 1,224,963
35.	Conv. & Meetings	12.1	7.7	3.8-21.5	$ 1,465,106
36.	Educational Programs	3.8	2.0	0.0-6.0	$ 486,397
37.	Cert./Accred./Std.	3.1	0.0	0.0-0.0	$ 392,797
38.	Other Programs	4.2	0.0	0.0-5.8	$ 451,867
39.	Total Expenses	95.9%	95.0%	92.2-100.1%	$11,653,295

Number of Persons on Staff

Professional Staff	4.2	4.0	3.0-5.0
Clerical Staff	4.3	4.0	3.0-5.0
Total Staff	8.5	7.0	6.0-11.0
Personnel Costs Per Staff Member	$19,351	$16,906	$13,875-$21,399

Table **41**

Geographical Scope: **All**
Membership Type: **Assoc. based primarily on Corporate Members**
Budget Group: **Between $500,000 and $999,999**

Income: Respondents: 89

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	52.5%	53.9%	28.8-79.7%	$31,617,421
2.	Dues - Associates	5.6	0.9	0.0-6.4	$ 3,655,279
3.	Special Payments	1.2	0.0	0.0-0.0	$ 791,017
4.	Educational Programs	3.5	0.4	0.0-3.2	$ 2,243,367
5.	Cert./Accred./Std.	1.1	0.0	0.0-0.0	$ 683,936
6.	Meetings & Conv.	8.8	5.1	0.0-12.4	$ 5,231,010
7.	Exhibits	7.3	0.0	0.0-5.6	$ 4,350,712
8.	Publications	4.5	0.0	0.0-5.0	$ 2,829,284
9.	Pubs./Subs.	1.2	0.0	0.0-1.0	$ 818,617
10.	Pubs./Other Sales	1.6	0.3	0.0-1.9	$ 925,819
11.	Insurance Programs	1.7	0.0	0.0-0.3	$ 1,003,539
12.	Grants & Cont.	2.6	0.0	0.0-0.0	$ 1,607,262
13.	Investments	3.2	2.0	1.0-3.9	$ 1,978,146
14.	Other	5.2	0.7	0.0-4.9	$ 3,184,258
15.	Total Income	100.0%	100.0%	100.0-100.0%	$60,919,667

Expenses by Object: Respondents: 80

20.	Personnel	40.7%	39.2%	27.8-51.6%	$22,041,036
21.	Travel	6.8	6.3	3.3-9.5	$ 3,714,500
22.	Occupancy	5.6	4.3	3.1-6.1	$ 3,110,695
23.	Communication	13.1	10.7	7.3-17.2	$ 7,302,559
24.	Data Processing	0.9	0.0	0.0-1.0	$ 489,613
25.	Equip. & Supplies	3.4	2.9	1.7-4.8	$ 1,858,466
26.	Services & Fees	11.1	7.0	4.1-12.6	$ 6,210,030
27.	Other	13.3	8.2	3.4-17.5	$ 7,332,752
28.	Total Expenses	94.9%	95.6%	90.7-100.1%	$52,059,651

Expenses by Function: Respondents: 27

30.	Exec. & Admin.	37.3%	32.3%	22.9-50.3%	$ 7,004,967
31.	Membership	4.9	1.6	0.0-6.1	$ 1,048,751
32.	Public Relations	6.7	1.0	0.0-12.3	$ 1,490,012
33.	Govt. Relations	4.4	3.2	0.0-7.0	$ 887,782
34.	Publications	8.5	7.3	3.3-12.3	$ 1,646,052
35.	Conv. & Meetings	13.9	11.3	4.8-16.2	$ 1,419,410
36.	Educational Programs	7.2	6.2	0.0-11.5	$ 2,784,788
37.	Cert./Accred./Std.	6.0	0.0	0.0-3.3	$ 1,268,860
38.	Other Programs	5.9	3.0	0.0-8.0	$ 1,215,148
39.	Total Expenses	94.8%	95.2%	86.6-100.2%	$18,765,770

Number of Persons on Staff

Professional Staff	6.9	6.0	4.0-9.0
Clerical Staff	7.8	7.0	5.0-10.0
Total Staff	14.7	13.0	10.0-18.0
Personnel Costs Per Staff Member	$19,551	$19,293	$16,478-$21,635

Table **42**

Geographical Scope: **All**
Membership Type: **Assoc. based primarily on Corporate Members**
Budget Group: **$1,000,000 and over**

Income: Respondents: 94

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	52.4%	54.1%	24.5-78.3%	$139,495,796
2.	Dues - Associates	3.5	0.0	0.0-2.0	$ 8,959,931
3.	Special Payments	1.2	0.0	0.0-0.0	$ 6,721,087
4.	Educational Programs	2.9	0.0	0.0-4.4	$ 8,656,647
5.	Cert./Accred./Std.	2.2	0.0	0.0-0.0	$ 3,663,015
6.	Meetings & Conv.	3.9	0.8	0.0-5.9	$ 9,274,492
7.	Exhibits	4.1	0.0	0.0-0.6	$ 8,240,653
8.	Publications	2.8	0.0	0.0-1.5	$ 9,017,271
9.	Pubs./Subs.	2.5	0.0	0.0-1.7	$ 8,904,400
10.	Pubs./Other Sales	5.1	0.7	0.0-4.0	$ 19,829,797
11.	Insurance Programs	2.1	0.0	0.0-0.0	$ 4,946,989
12.	Grants & Cont.	5.4	0.0	0.0-0.9	$ 35,916,984
13.	Investments	2.7	2.1	1.3-3.4	$ 7,176,750
14.	Other	9.2	1.1	0.1-8.5	$ 19,513,740
15.	Total Income	100.0%	100.0%	100.0-100.0%	$290,317,552

Expenses by Object: Respondents: 87

20.	Personnel	40.6%	39.7%	32.5-46.8%	$110,288,574
21.	Travel	7.2	5.9	3.3-9.7	$ 18,624,352
22.	Occupancy	5.2	4.2	2.9-6.1	$ 13,161,817
23.	Communication	12.0	9.4	6.9-14.9	$ 33,870,076
24.	Data Processing	1.3	0.5	0.0-1.3	$ 3,694,650
25.	Equip. & Supplies	3.2	2.4	1.5-3.7	$ 7,170,441
26.	Services & Fees	11.6	9.2	3.3-15.9	$ 32,654,969
27.	Other	14.0	8.3	3.4-17.8	$ 46,123,375
28.	Total Expenses	95.1%	96.1%	91.1-99.9%	$265,588,254

Expenses by Function: Respondents: 47

30.	Exec. & Admin.	33.2%	28.3%	21.9-40.2%	$ 45,246,290
31.	Membership	7.3	4.2	0.8-10.1	$ 11,476,465
32.	Public Relations	8.6	3.9	0.7-13.4	$ 18,781,108
33.	Govt. Relations	5.3	3.2	0.5-6.8	$ 10,499,969
34.	Publications	12.8	10.2	3.2-17.6	$ 22,276,034
35.	Conv. & Meetings	7.9	5.9	1.9-11.0	$ 14,076,056
36.	Educational Programs	5.8	5.0	0.0-9.3	$ 9,853,385
37.	Cert./Accred./Std.	2.3	0.0	0.0-0.0	$ 4,249,474
38.	Other Programs	11.0	6.2	0.0-15.4	$ 18,604,242
39.	Total Expenses	94.2%	95.6%	91.1-100.0%	$155,063,023

Number of Persons on Staff

Professional Staff	32.9	19.5	10.3-31.5
Clerical Staff	38.9	21.0	12.3-48.0
Total Staff	71.8	42.0	26.0-77.8
Personnel Costs Per Staff Member	$19,099	$18,213	$16,148-$22,147

Table **43**

Geographical Scope: **All**
Membership Type: **Assoc. based primarily on Individual Members**
Budget Group: **Less than $100,000**

Income: Respondents: 58

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	53.0%	55.9%	34.7-73.1%	$1,995,055
2.	Dues - Associates	2.5	0.0	0.0-2.9	$ 105,462
3.	Special Payments	3.7	0.0	0.0-0.0	$ 134,718
4.	Educational Programs	5.7	0.0	0.0-5.7	$ 223,485
5.	Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 3,718
6.	Meetings & Conv.	9.7	5.3	0.0-15.8	$ 368,095
7.	Exhibits	6.4	0.0	0.0-5.1	$ 223,361
8.	Publications	3.5	0.0	0.0-4.2	$ 135,807
9.	Pubs./Subs.	1.0	0.0	0.0-0.0	$ 39,436
10.	Pubs./Other Sales	0.6	0.0	0.0-0.1	$ 24,301
11.	Insurance Programs	0.9	0.0	0.0-0.0	$ 34,761
12.	Grants & Cont.	4.1	0.0	0.0-0.0	$ 151,783
13.	Investments	2.6	1.2	0.0-2.8	$ 97,851
14.	Other	6.2	2.1	0.0-7.6	$ 209,964
15.	Total Income	100.0%	100.0%	100.0-100.0%	$3,747,797

Expenses by Object: Respondents: 53

20.	Personnel	39.3%	40.4%	29.3-48.6%	$1,369,415
21.	Travel	7.6	6.2	2.8-10.9	$ 275,072
22.	Occupancy	3.5	3.4	1.4-4.6	$ 127,990
23.	Communication	16.6	14.1	8.6-20.4	$ 596,926
24.	Data Processing	0.8	0.0	0.0-0.0	$ 29,032
25.	Equip. & Supplies	3.5	2.7	1.3-5.0	$ 132,005
26.	Services & Fees	3.8	1.6	0.8-3.0	$ 135,321
27.	Other	17.2	10.6	1.7-29.4	$ 599,057
28.	Total Expenses	92.3%	95.6%	84.1-102.0%	$3,264,818

Expenses by Function: Respondents: 14

30.	Exec. & Admin.	44.6%	41.1%	25.0-54.5%	$ 430,013
31.	Membership	7.7	7.4	1.9-8.7	$ 79,218
32.	Public Relations	2.6	1.1	0.0-5.4	$ 29,767
33.	Govt. Relations	3.0	0.8	0.0-6.8	$ 35,396
34.	Publications	12.5	9.3	7.4-13.0	$ 131,813
35.	Conv. & Meetings	17.8	12.6	5.5-23.1	$ 166,488
36.	Educational Programs	6.6	0.3	0.0-13.2	$ 66,962
37.	Cert./Accred./Std.	0.5	0.0	0.0-0.2	$ 5,114
38.	Other Programs	4.4	0.0	0.0-7.5	$ 44,237
39.	Total Expenses	99.7%	99.8%	91.4-105.8%	$ 989,008

Number of Persons on Staff

Professional Staff	4.6	1.0	1.0-2.0
Clerical Staff	6.2	1.0	1.0-3.0
Total Staff	10.8	2.0	2.0-5.3
Personnel Costs Per Staff Member	$12,655	$11,977	$7,997-$15,207

Table **44**

Geographical Scope: **All**
Membership Type: **Assoc. based primarily on Individual Members**
Budget Group: **Between $100,000 and $249,999**

Income: Respondents: 122

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	48.7%	50.7%	33.4-64.6%	$10,023,250
2.	Dues - Associates	4.4	0.6	0.0-4.0	$ 993,785
3.	Special Payments	6.0	0.0	0.0-4.1	$ 1,227,318
4.	Educational Programs	6.4	0.2	0.0-6.7	$ 1,378,623
5.	Cert./Accred./Std.	0.1	0.0	0.0-0.0	$ 25,112
6.	Meetings & Conv.	7.8	2.1	0.0-11.1	$ 1,669,875
7.	Exhibits	3.3	0.0	0.0-1.2	$ 606,207
8.	Publications	3.7	0.5	0.0-3.9	$ 741,864
9.	Pubs./Subs.	2.8	0.0	0.0-0.6	$ 626,305
10.	Pubs./Other Sales	1.2	0.0	0.0-0.4	$ 262,879
11.	Insurance Programs	1.5	0.0	0.0-0.0	$ 308,263
12.	Grants & Cont.	0.9	0.0	0.0-0.0	$ 204,309
13.	Investments	3.2	2.0	0.8-4.1	$ 685,064
14.	Other	10.0	2.2	0.2-9.8	$ 2,133,689
15.	Total Income	100.0%	100.0%	100.0-100.0%	$20,886,543

Expenses by Object: Respondents: 109

20.	Personnel	33.9%	33.9%	26.9-40.6%	$ 6,339,658
21.	Travel	6.6	5.4	2.9-8.5	$ 1,235,690
22.	Occupancy	6.4	3.8	2.6-7.2	$ 1,161,891
23.	Communication	15.3	14.0	7.1-20.5	$ 2,860,283
24.	Data Processing	0.7	0.0	0.0-0.9	$ 141,183
25.	Equip. & Supplies	4.2	2.9	1.4-4.8	$ 766,642
26.	Services & Fees	7.2	4.5	2.2-9.9	$ 1,318,637
27.	Other	17.1	15.0	5.6-23.7	$ 3,221,481
28.	Total Expenses	91.4%	94.4%	84.4-100.0%	$17,045,465

Expenses by Function: Respondents: 32

30.	Exec. & Admin.	46.7%	45.5%	30.7-58.5%	$ 2,475,197
31.	Membership	8.1	3.2	1.2-17.1	$ 482,541
32.	Public Relations	3.6	2.2	0.0-5.4	$ 205,665
33.	Govt. Relations	3.5	0.0	0.0-2.6	$ 170,353
34.	Publications	10.9	7.0	3.3-16.9	$ 604,744
35.	Conv. & Meetings	9.2	6.3	2.8-12.0	$ 527,203
36.	Educational Programs	4.6	0.9	0.0-3.2	$ 240,708
37.	Cert./Accred./Std.	0.5	0.0	0.0-0.0	$ 21,772
38.	Other Programs	7.4	0.7	0.0-11.3	$ 423,707
39.	Total Expenses	94.5%	94.6%	88.9-100.0%	$ 5,159,890

Number of Persons on Staff

Professional Staff	1.9	2.0	1.0-2.0
Clerical Staff	2.8	3.0	2.0-4.0
Total Staff	4.7	4.0	3.0-6.0
Personnel Costs Per Staff Member	$13,499	$12,629	$10,795-$15,849

Table **45**

Geographical Scope: **All**
Membership Type: **Assoc. based primarily on Individual Members**
Budget Group: **Between $250,000 and $499,999**

Income: Respondents: 64

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	46.7%	45.2%	29.4-65.3%	$10,330,493
2.	Dues - Associates	5.7	0.4	0.0-3.5	$ 1,252,569
3.	Special Payments	2.8	0.0	0.0-1.7	$ 627,869
4.	Educational Programs	8.1	1.2	0.0-9.1	$ 1,904,456
5.	Cert./Accred./Std.	1.8	0.0	0.0-0.0	$ 459,633
6.	Meetings & Conv.	8.0	3.6	0.0-11.6	$ 1,751,348
7.	Exhibits	2.9	0.0	0.0-3.1	$ 608,700
8.	Publications	3.5	1.5	0.0-6.2	$ 750,072
9.	Pubs./Subs.	5.8	0.2	0.0-6.4	$ 1,319,044
10.	Pubs./Other Sales	3.1	0.0	0.0-4.8	$ 754,145
11.	Insurance Programs	1.4	0.0	0.0-0.0	$ 294,662
12.	Grants & Cont.	1.5	0.0	0.0-0.0	$ 375,828
13.	Investments	3.7	2.5	1.0-4.0	$ 833,297
14.	Other	5.0	1.4	0.1-6.1	$ 1,093,737
15.	Total Income	100.0%	100.0%	100.0-100.0%	$22,355,853

Expenses by Object: Respondents: 59

20.	Personnel	33.5%	32.3%	24.4-40.2%	$ 6,897,722
21.	Travel	7.0	5.2	2.3-9.7	$ 1,490,364
22.	Occupancy	4.4	3.7	2.7-5.6	$ 925,989
23.	Communication	16.5	12.0	7.7-23.3	$ 3,420,390
24.	Data Processing	1.1	0.4	0.0-1.7	$ 230,222
25.	Equip. & Supplies	3.3	2.5	1.4-3.9	$ 647,368
26.	Services & Fees	7.1	3.5	1.7-10.9	$ 1,466,320
27.	Other	19.3	16.9	5.2-32.4	$ 3,920,941
28.	Total Expenses	92.2%	95.5%	86.8-99.6%	$18,999,316

Expenses by Function: Respondents: 24

30.	Exec. & Admin.	39.5%	44.1%	28.9-49.9%	$ 3,244,616
31.	Membership	6.0	4.8	1.5-9.6	$ 522,293
32.	Public Relations	3.0	1.8	0.0-5.2	$ 258,448
33.	Govt. Relations	1.8	0.0	0.0-0.7	$ 142,002
34.	Publications	18.4	13.2	10.1-25.6	$ 1,543,599
35.	Conv. & Meetings	14.4	14.5	7.3-20.4	$ 1,221,187
36.	Educational Programs	7.8	0.9	0.0-15.2	$ 616,593
37.	Cert./Accred./Std.	0.3	0.0	0.0-0.0	$ 29,418
38.	Other Programs	3.9	0.6	0.0-6.1	$ 302,452
39.	Total Expenses	95.1%	95.2%	91.9-99.4%	$ 7,880,608

Number of Persons on Staff

Professional Staff	3.3	3.0	2.0-5.0
Clerical Staff	4.8	4.0	3.0-6.0
Total Staff	8.1	7.5	6.0-9.0
Personnel Costs Per Staff Member	$15,422	$14,197	$12,008-$17,800

Table **46**

Geographical Scope: **All**
Membership Type: **Assoc. based primarily on Individual Members**
Budget Group: **Between $500,000 and $999,999**

Income: Respondents: 63

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	41.0%	36.6%	20.9-62.5%	$18,378,193
2.	Dues - Associates	5.2	0.9	0.0-7.3	$ 2,516,395
3.	Special Payments	3.8	0.0	0.0-2.6	$ 1,500,029
4.	Educational Programs	6.4	1.2	0.0-7.0	$ 2,889,707
5.	Cert./Accred./Std.	0.6	0.0	0.0-0.0	$ 321,600
6.	Meetings & Conv.	6.8	3.8	0.0-11.9	$ 2,953,907
7.	Exhibits	3.2	0.0	0.0-2.6	$ 1,288,826
8.	Publications	5.2	2.5	0.0-6.9	$ 2,357,146
9.	Pubs./Subs.	5.6	0.4	0.0-7.0	$ 2,408,746
10.	Pubs./Other Sales	4.8	0.5	0.0-7.2	$ 2,070,137
11.	Insurance Programs	1.9	0.0	0.0-0.0	$ 873,729
12.	Grants & Cont.	4.5	0.0	0.0-2.9	$ 1,879,227
13.	Investments	3.5	2.1	1.0-3.9	$ 1,521,521
14.	Other	7.5	3.5	0.7-8.3	$ 2,999,393
15.	Total Income	100.0%	100.0%	100.0-100.0%	$43,958,556

Expenses by Object: Respondents: 58

20.	Personnel	35.6%	32.8%	27.0-41.5%	$14,284,491
21.	Travel	5.8	4.3	2.1-7.7	$ 2,415,383
22.	Occupancy	5.3	4.4	2.4-7.0	$ 2,082,600
23.	Communication	18.5	13.8	9.0-25.8	$ 7,547,145
24.	Data Processing	2.0	1.1	0.1-3.0	$ 756,158
25.	Equip. & Supplies	4.5	3.3	2.1-5.5	$ 1,821,827
26.	Services & Fees	9.4	5.3	2.4-11.4	$ 3,791,033
27.	Other	13.1	9.8	3.2-20.2	$ 5,118,865
28.	Total Expenses	94.2%	96.5%	89.4-100.0%	$37,817,502

Expenses by Function: Respondents: 27

30.	Exec. & Admin.	35.5%	34.9%	23.3-45.3%	$ 6,916,281
31.	Membership	9.8	5.5	1.6-12.1	$ 1,795,695
32.	Public Relations	2.6	1.5	0.0-4.7	$ 499,152
33.	Govt. Relations	1.6	0.0	0.0-2.2	$ 324,456
34.	Publications	16.2	12.9	5.9-23.1	$ 3,109,470
35.	Conv. & Meetings	10.5	10.1	3.3-15.8	$ 1,947,436
36.	Educational Programs	9.1	5.5	0.6-14.3	$ 1,751,172
37.	Cert./Accred./Std.	1.0	0.0	0.0-1.3	$ 212,297
38.	Other Programs	9.0	2.0	0.0-7.6	$ 1,678,189
39.	Total Expenses	95.3%	97.2%	87.5-103.6%	$18,234,148

Number of Persons on Staff

Professional Staff	7.0	6.0	4.0-9.0
Clerical Staff	11.4	10.5	7.0-15.0
Total Staff	18.4	17.5	12.0-23.0
Personnel Costs Per Staff Member	$14,003	$14,066	$11,186-$16,595

Table **47**

Geographical Scope: **All**
Membership Type: **Assoc. based primarily on Individual Members**
Budget Group: **$1,000,000 and over**

Income: Respondents: 87

		Average	Median	Midrange	Total Dollars
1.	Dues - Regular	35.7%	32.6%	19.2-52.5%	$111,180,801
2.	Dues - Associates	3.4	0.1	0.0-2.2	$ 9,970,376
3.	Special Payments	1.4	0.0	0.0-0.7	$ 12,449,314
4.	Educational Programs	7.4	1.6	0.0-7.4	$ 16,729,515
5.	Cert./Accred./Std.	0.8	0.0	0.0-0.0	$ 2,106,560
6.	Meetings & Conv.	4.7	3.0	0.0-6.9	$ 9,109,877
7.	Exhibits	5.1	1.0	0.0-4.0	$ 11,668,965
8.	Publications	8.5	5.0	0.7-13.7	$ 32,091,559
9.	Pubs./Subs.	6.6	2.7	0.1-7.6	$ 22,345,487
10.	Pubs./Other Sales	8.0	2.9	0.0-12.0	$ 24,295,027
11.	Insurance Programs	1.2	0.0	0.0-0.0	$ 2,912,389
12.	Grants & Cont.	5.4	0.0	0.0-3.7	$ 22,685,123
13.	Investments	2.9	2.4	1.1-4.0	$ 9,489,514
14.	Other	8.9	3.1	0.7-6.4	$ 21,699,948
15.	Total Income	100.0%	100.0%	100.0-100.0%	$308,734,455

Expenses by Object: Respondents: 82

20.	Personnel	33.7%	34.2%	28.2-39.5%	$ 97,020,991
21.	Travel	6.8	5.7	3.2-8.7	$ 17,728,546
22.	Occupancy	4.4	3.4	2.6-5.1	$ 13,542,817
23.	Communication	18.6	15.9	10.7-26.8	$ 51,683,750
24.	Data Processing	1.9	1.6	0.9-2.5	$ 5,553,548
25.	Equip. & Supplies.	3.9	2.7	1.8-3.7	$ 9,855,365
26.	Services & Fees	8.5	4.9	2.3-9.8	$ 25,578,698
27.	Other	17.1	12.6	4.9-24.5	$ 44,838,170
28.	Total Expenses	94.9%	97.3%	91.5-99.8%	$265,801,885

Expenses by Function: Respondents: 55

30.	Exec. & Admin.	24.0%	22.2%	16.7-27.9%	$ 43,648,592
31.	Membership	8.8	6.0	2.9-10.5	$ 19,830,542
32.	Public Relations	3.7	2.2	0.0-5.3	$ 11,577,370
33.	Govt. Relations	2.7	0.5	0.0-4.3	$ 8,193,314
34.	Publications	27.5	26.7	13.7-38.4	$ 66,162,805
35.	Conv. & Meetings	9.1	6.9	3.7-14.3	$ 14,361,695
36.	Educational Programs	8.3	6.4	1.1-10.7	$ 18,996,291
37.	Cert./Accred./Std.	1.9	0.0	0.0-2.7	$ 9,141,049
38.	Other Programs	10.4	5.7	1.1-11.0	$ 31,374,122
39.	Total Expenses	96.4%	97.8%	92.4-100.0%	$223,285,780

Number of Persons on Staff

Professional Staff	33.9	16.0	10.0-34.0
Clerical Staff	43.7	27.0	16.5-49.0
Total Staff	77.6	48.0	31.5-75.0
Personnel Costs Per Staff Member	$26,336	$13,476	$13,476-$17,503

ASAE
Operating Ratio Questionnaire—1976

Income Schedule

1. Dues	Include all income or receipts to your association collected from regular members.
2. Dues—Associate and Other Members	Include dues of members who are not full standing members of the association by privilege or classification, such as non-voting members, suppliers, or students. Do not include members in full standing who pay less than full dues because of age or longevity.
3. Special Payments, Assessments, Entrance and Initiation Fees	Include receipts from members payable as a condition of membership other than dues and voluntary assessments.
4. Educational Program Fees	Include all fees or other charges for programs, seminars, study courses, or meetings and related materials whose principal purpose is educational. Include courses leading to certification and accreditation.
5. Certification, Accreditation, and Standardization Fees	Include all fees or other charges for such programs. Do not include fees for educational programs leading to certification or accreditation. —Certification relates to people. —Accreditation relates to institutions. —Standardization relates to products.
6. Membership Meetings and Conventions	Include all registration fees and other charges for such meetings. Do not include income from meetings which are held principally for educational purposes. Do not include income from exhibitions or pass-through charges such as hotel registration fees paid over to hotels.
7. Exhibitions	Include all booth, exhibit, and other fees charged to exhibitors at any type of meeting. Do not include convention registration fees charged to exhibitors.
8. Publications—Advertising	Include all income from advertising in any association publications.
9. Publications—Subscriptions	Include amount allocated from dues or charged to members for subscriptions to association publications. Include all amounts charged to nonmembers for publication subscriptions.
10. Publications—Other Sales	Include all sales of publications other than by subscription.
11. Insurance Programs	Include all income earned for management of association sponsored insurance programs offered to the membership. Do not include premiums collected and forwarded to the agent or underwriter.
12. Income from Grants and Contractors	Include all income from the performance of contracts and grants paid by governments or other organizations.
13. Investment Income	Include all income from investments such as interest, dividends, royalties, and rent. Include rent of excess space in buildings occupied by your association.
14. Other Income	Include all income not separately enumerated above. Include fees for special member services, management fees, and sales of data processing services.

Object of Expenditure Schedule

20. Personnel	Include all personnel expenses including salaries, payroll

taxes, hospital and other employee insurance, employee retirement plans, part-time, temporary, and other personnel expense.

21. Travel — Include all expenses such as meals, hotels, transportation, and per diem paid by the association for staff, members, directors, committee members, and officers, as well as for spouses, and speakers.

22. Occupancy — Include all rental or lease payments for use of facilities or depreciation expense, if facilities are owned by your association. Expenses should include rental or depreciation of space, building maintenance and repairs, expense of excess space rented to others, utilities, and real property taxes and other occupancy expenses.

23. Communications — Include all communication expenses for printing, postage, paper, stationery, supplies, telephone, mailgrams, and telegrams.
In-house printing expenses should include rent or depreciation of printing equipment and duplicating machines. Other communication expenses should include rent or depreciation of postage meters and other mailroom devices related to member communication.

24. Data Processing — Include data processing expense related to computer equipment, supplies, and outside processing. Do not include salaries, occupancy, or other charges shown elsewhere on this schedule. Include rental or depreciation of equipment, outside service bureau charges, programming charges, computer paper, and supplies.

25. Office Equipment and Supplies — Include all general office expenses such as supplies, rental or depreciation of general office equipment, dues, subscriptions, and publications.
Supplies should not include items associated with data processing or communications. Office equipment should include rent or depreciation of items such as typewriters, adding machines, and similar equipment not included in other expense categories.

26. Services and Fees — Include expenses in connection with outside services such as accounting, legal, public relations, advertising, research, statistical studies, and other consultants.

27. Other Expense — Include other expenses not specifically enumerated above.

28. Total — Total expense reported here should agree with expense reported on line 39.

Functional Expenditure Schedule

30. Executive and Administrative — Include expenses attributable to general executive and administrative services. Include chief staff executive officer and his staff, other general and administrative departments. Accounting and business administrative functions should be included here. Expenses of officers, directors, and general committees such as the executive, finance, and personnel committees should be included as should general services and fees.

31. Membership Fulfillment and Promotion — Include expenses of maintaining membership records other than accounting data. This includes membership fulfillment expenses, the cost of list maintenance and general membership services. Program expenses to obtain new members and retain interest of existing members should be included in membership promotion.

32. Public, Consumer, and Industry Relations	Include public relations expenses of promoting public and industry (or profession) interests. Include consumer relation expenses also. Industry relations include expense of relations with the suppliers, manufacturers or other influential forces in the members' area of operations.
33. Government Relations	Include all expenses of liaison with administrative and legislative divisions of state, local, and federal government units.
34. Publications	Include all publication expenses such as magazines, journals, newsletters, directories, books, studies, and other publications.
35. Conventions and Membership Meetings	Include all expenses of annual conventions and other membership meetings. Do not include expense of meeting whose principal purpose is to carry out educational programs. Include all exhibition expenses.
36. Educational Programs	Include all expenses related to the education of members or others on behalf of members. Include all courses leading to certification or accreditation.
37. Certification, Accreditation, and Standardization	Include all cost of administering and maintaining certification, accreditation, and standardization programs. Do not include expense of educational programs conducted to prepare candidates for certification and accreditation.
38. Other Programs and Services	Include expense of other functional activities not included elsewhere such as grants and contracts.
39. Total	Total expense reported here should agree with expense reported on line 28.

Functional Accounting Concepts

Functional accounting represents an accumulation of expenses by function rather than the pure expense category (referred to in this survey as "object of expenditure"). An example of the contrast is set forth below:

Object of Expenditure	Functional Expenditure
Personnel	Executive
Travel	Administrative
Occupancy	Membership Fulfillment
Communications	Public Relations
Data Processing	Consumer Relations
Office Equipment	Industry Relations
Supplies	Government Relations
Service Fees	Publications
	Conventions & Meetings
	Continuing Education

Functional activities can be classified as either support or program functions. Support functions are expense centers not directly related to the programs of the association and may or may not be allocated to program functions.

Most associations are organized along functional lines, and, in such cases, functional expenses are frequently identical to departmental expenses.

The importance of functional expense reporting is that it allows the financial report reader to evaluate association activity on a program basis. The report reader who is confronted with an operating statement that reports that salaries represent 40% of association expenses can tell nothing about how the major expense item was allocated to activities of the association.

More and more associations are finding functional accounting is an effective management tool and are keeping basic records by functional cost centers.

Functional accounting can be complex and expensive. Many associations allocate expenses to functions once a year by use of a worksheet matrix.

The best of both worlds is the functional matrix, which reports expenses on both a functional and object of expenditure basis. For a more extensive discussion of this concept see Chapter 18 of *The Law of Associations* by George D. Webster (Matthew Bender, 1975).

ASAE
1976 OPERATING RATIO SUMMARY
FUNCTIONAL COST MATRIX

AVERAGE PERCENT BASED ON PERCENT OF INCOME
FROM 47 RESPONDING ASSOCIATIONS

Function of Expenditure / Object of Expenditure	30 Executive and Administrative	31 Membership Fulfillment and Promotion	32 Public, Consumer, and Industry Relations	33 Government Relations	34 Publications	35 Conventions and Membership Meetings	36 Educational Programs	37 Certification Accreditation and Standardization	38 Other Programs and Services	39 TOTAL
20 Personnel	15.7%	3.8%	1.9%	2.1%	3.8%	2.1%	2.5%	.6%	2.5%	35.0%
21 Travel	2.4%	.9%	.6%	.5%	.2%	2.7%	1.1%	.2%	.5%	9.1%
22 Occupancy	1.7%	.5%	.2%	.1%	.4%	.1%	.2%	.1%	.3%	3.6%
23 Communications	1.7%	1.7%	.6%	.4%	8.8%	.8%	.6%	.1%	.5%	15.2%
24 Data Processing	.4%	.4%	—	—	.1%	—	—	—	--	.9%
25 Office Equipment & Supplies	1.4%	.5%	.1%	.2%	.9%	.2%	.4%	.1%	.4%	4.2%
26 Services and Fees	2.1%	.6%	2.3%	1.8%	1.0%	.9%	.6%	.4%	.7%	10.4%
27 Other Expenses	1.3%	1.4%	.3%	.2%	1.8%	7.2%	2.2%	.3%	3.0%	17.7%
28 TOTAL	26.7%	9.8%	6.0%	5.3%	17.0%	14.0%	7.6%	1.8%	7.9%	96.1%

Statistical Footnotes

Tables 1-47 are based on various stratified subsets of the survey results. The following footnotes are an integral part of each table.

1. Percentages shown are based on total income.
2. For each section of income and expense data, the survey results were used only if the respondent completed each section.
3. Because data are medians they will not necessarily add up to the total percentage.
4. Staff number statistics were calculated from survey respondents who indicated total staff greater than zero.
5. Personnel costs per staff were based on survey respondents with total staff and personnel costs greater than zero. These statistics are based on an average personnel cost calculated for each association in a particular group.